THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 11 NO. 7 AUGUST 1991

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PRESIDENT'S REPORT

John R. Farquharson, president
ARASERVE, Philadelphia, PA

Grassroots lobbying boosts number of FICA sponsors

Lawmakers in Washington DC continue to respond to a steady flow of calls and letters from restaurant operators seeking the repeal of 1988's FICA tax on tips requirement. We're seeing a summer surge of bipartisan support for this repeal, which would restore pre-1988 requirements for payment of Social Security taxes. So far, your urgings have helped us to collect 170 sponsors for the repeal in the House and 23 sponsors in the Senate. The National Restaurant Association is aiming for a majority of the Congress—218 representatives and 51 senators—to cosponsor the repeal legislation, known as H.R. 1472 in the House and S. 765 in the Senate.

In both Louisiana and Mississippi, we've seen great examples of people-power in action. Every representative from those states has signed on to cosponsor the repeal bill. Your letters and calls are making tremendous headway in the fight to reverse this inequitable law that singles out restaurateurs. Keep up the good work. We've still got the steepest part of the mountain to climb.

Striker bill passes House

The labor-favoring Striker Replacement Bill (H.R. 5) passed in the House by a vote of 247 to 182, far short of the 290 votes needed to override an expected veto by President Bush. A vote is not expected on the Senate version of the bill (S. 55) until after Labor Day. This bill seeks to reverse 50 years of labor law by stripping employers of the right to hire permanent replacements during a strike for more pay or benefits. It would encourage more strikes and tip the balance of negotiations in favor of labor.

At an early July meeting at the White House, our chief lobbyist and other opponents of the striker bill discussed the inequities of this legislation with President Bush. During the meeting, President Bush spent 10 minutes urging the business community to stop this bill. Take President Bush's advice and do your part to prevent passage of the Striker Replacement Bill by writing or calling your senators and representatives.

"Take Your Case to Congress" in September

The 7th annual Public Affairs Conference, "Take Your Case to Congress," will run from September 23–25 at the Capital Hilton Hotel in Washington DC. The three-day event will feature face-to-face meetings with members of Congress, a keynote address from Secretary of Labor Lynn Martin and a chance to socialize with members of Congress at the elegant *Chef d'oeuvre* reception.

These days, more than ever, you need to know what Washington has planned for the foodservice industry and how your voice can make a difference. Your participation in the National Restaurant Association's Public Affairs Conference is an excellent opportunity to help build the growing influence of the foodservice industry.

We expect about 450 foodservice operators to attend the conference. To reserve a place at the Public Affairs Conference, contact Gay Westbrook at (800) 424-5156 or (202) 331-5915.

Immigration crackdown

If you haven't done so already, your restaurant will want to get in step with the 1986 Immigration and Naturalization Service (INS) immigration law. The five-year-old law requires employers to verify each worker's identity and authorization to work in the United States. Employers must also retain a completed I-9 (Employ-

ment Eligibility Verification) form for each worker. Recently, INS Commissioner Gene McNary instructed INS officials to begin an intensive six-month nationwide effort to penalize employers who violate the law.

Fines under the immigration law can be steep: between $250 and $2,000 per unauthorized worker for the first offense and up to $10,000 for more than two violations. Contact your local INS office for more information about the law.

Congressional staff party hosted

On July 15, the association hosted a party for key staff members of Capitol Hill offices. The informal gathering gave us the opportunity to say "thank you" and to build stronger relationships with congressional staffers with whom we work closely on important issues.

We intend to make the staff party an annual event in hopes of furthering friendships and alliances with congressional staffers. Knowing the right congressional staff members often makes the difference in advancing the industry's positions.

Association develops teen working guidelines

Realizing that today's teens are the business leaders of tomorrow, the association is developing a list of guidelines for restaurants that employ teenagers. Our staff has already met with leaders of the National Education Association and is now consulting with the National Parent Teacher Association to finalize those guidelines.

The guidelines are not mandates; they are merely suggestions for restaurant operators and school officials on how to balance a teenager's academic and on-the-job work experience. Adherence to these guidelines will help preserve job opportunities for teens and demonstrate an employer's concern for the quality of education received by our industry's work force. We hope to issue this list of guidelines this fall.

Foundation presents "Success" catalog

The Educational Foundation now offers *Success*, a catalog of independent-study courses for individuals interested in pursuing a career in hospitality management or looking to improve their management knowledge. The catalog features the Foundation's Management Development Courses. Also included is information on enrolling in the Foundation's Management Development Diploma Program, which earns an individual a diploma from the National Restaurant Association. To receive a free, full-color catalog, contact the Educational Foundation's customer service department at (800) 765-2122.

I'd like to welcome the 91 new members that have joined the National Restaurant Association during the past month. Your participation in association programs will benefit your business and strengthen our efforts on behalf of the industry.

Sincerely,

John R. Farquharson
President and Chairman of the Board

RESTAURANTS USA

BRINGING OUT THE ANGEL IN YOUR EMPLOYEES

Manage your employees well, and you'll be managing your restaurant well. This issue of ***Restaurants USA*** helps you deal with employees—as you hire them, train them and try to retain them.

SPECIALS

9 Teen employment and the law
Employing teens isn't easy. Teen-labor laws are restrictive, and public misperceptions often give employers a bad rap. But new initiatives are being undertaken to address the problems of employing teens.

14 The power of employee training
Why do some restaurants always have great employees? Training. Two highly successful restaurant owners offer their recipes for creating top-notch employees.

18 Employee theft
When employee theft gets serious, a serious response from management is warranted. This article explains tracking and prosecuting an on-the-job thief.

23 Six ways to reduce employee turnover
Surefire tips on motivating your employees so they will stay on the team.

24 Inca grains
Quinoa and amaranth—the lost grains of the ancient Incas—may be due for a comeback on restaurant menus.

26 Avoid the pain
Restaurant work is physical work, and back injuries are painfully common. A chiropractor offers tips on preventing and dealing with back injuries in foodservice.

29 Healthy ethnic cooking
Foreign doesn't have to mean fattening. When prepared authentically, ethnic cuisines can provide low-fat dishes to spice up your menu and please nutrition-conscious customers.

33 Should you add the 401(k) to your benefits menu?
One way to keep good employees is to offer benefits that will build loyalty. Read about the benefit that helps employees save money almost effortlessly.

DEPARTMENTS

6 Short orders
- ☐ McDonald's-EDF plan: read all about it
- ☐ NYC students win culinary scholarships
- ☐ Cooking at the academy—on TV

7 The Environment
- ☐ Tucson restaurateur wins EPA recycling award

35 Fisher's Law
- ☐ A culinary sojourn

36 Foodservice Trends
- ☐ Off-premises update
- ☐ Fast food and moderately priced restaurants
- ☐ 1991 minimum-wage survey results

44 Market Measure
- ☐ Foodservice Market Measure—June 1991

45 How's Business
- ☐ Operators discuss regional trends

47 Food for Thought
- ☐ Nutritious meals for macho males?
- ☐ Takeout treasures
- ☐ A burdock burger to go
- ☐ Restaurant elementary
- ☐ Attention busboys: check under the table

Cover photo by Gary Landsman

NYC students win culinary scholarships

Egbert Gibbs, a senior at Prospect Heights High School in Brooklyn, topped more than 700 other New York City students to take home first-prize honors in a culinary-arts competition sponsored by the French Culinary Arts Project.

Gibbs, 18, won a full scholarship to the French Culinary Institute in Manhattan and a set of cookware, together worth a total of $12,750.

Four other scholarships were also awarded to home-economics students who competed.

The competition was part of the French Culinary Arts Project, a pilot program that taught French cooking to public-school students in New York City. Students in the competition were judged on their work habits, dishes created and interviews with a judging panel.

The program was conceived by Richard Grausman, a renowned teacher of French cooking. Grausman enlisted 20 food suppliers and manufacturers of kitchen equipment to contribute more than $175,000 worth of materials to launch the program. According to Grausman, the success of the program in New York has sparked interest from other school districts around the country.

Egbert Gibbs (center) of Brooklyn is congratulated for winning top honors in a culinary competition sponsored by the French Culinary Arts Project and the New York City Public Schools. Awarding the prizes are Richard Grausman, creator of the project, and Dorothy Cann, president of the French Culinary Institute.

Cooking at the academy—on TV

Anyone who has dreamed of attending a professional cooking school can get a taste of the experience by watching "Cooking at the Academy," a 13-part television series that began this summer.

The series, produced by public television station KQED in San Francisco, is partially modeled after the California Culinary Academy's curriculum, and it shows the academy's philosophy of teaching fundamental cooking techniques. "We hope the viewers will 'graduate' from the series thinking like professional chefs rather than cooks," says Gayle K. Yamada, executive producer of national productions for KQED.

During the 13 half-hour segments, the chef/instructors cover basic cooking techniques like grilling, steaming, frying, braising and sauteing. Other shows feature the preparation of pasta, soups, stocks, charcuterie and desserts. The aesthetics of food presentation are also addressed in the series, which was shot in the kitchens of the academy.

"Cooking at the Academy" premiered on July 6 in San Francisco and will be broadcast on public television stations across the country. Check with your local station to find out when the programs will be airing in your area.

Kingmond Young

Chef Susan Klugerman demonstrates pasta-making on the television show "Cooking at the Academy."

McDonald's–EDF plan: read all about it

McDonald's, the nation's largest fast food chain, recently added a member to its environmental team: the Environmental Defense Fund (EDF).

McDonald's and EDF, an independent environmental organization, have announced a monumental Waste Reduction Action Plan, which calls for many changes in the restaurant chain's solid-waste use and processing. The plan, developed after a six-month study by a joint task force, details more than 40 initiatives and tests to be carried out during the next two years to reduce solid waste and lower the environmental impact of all facets of McDonald's business. Specific plans include using unbleached paper products and products with a higher recycled content. McDonald's will test the use of reusables and composting.

The goal of these pilot projects and tests is to eventually eliminate 80 percent of McDonald's solid-waste stream.

The two organizations have published an executive summary report outlining their plan, and it's available for free. The full report can be purchased from EDF for $10. Write Peter Cleary at the Environmental Defense Fund, 1616 P Street, NW, Suite 150, Washington DC 20036.

Tucson restaurateur wins EPA recycling award

On May 15, 1991, Edmund Irving, president and co-owner of eegee's Inc., a fast food deli chain in Tucson, Arizona, became an environmental star. The restaurateur won one of the Environmental Protection Agency's (EPA) new Administrator's Awards for his wide-reaching waste-management program known as "Recycling for People First."

Recognized for his outstanding commitment to solid-waste management, Irving won both the regional award (which included competition from Nevada, California, Hawaii and Guam, as well as Arizona) and the national award in the small-business category. "I keep telling everyone I'm not an environmentalist," says Irving. "I'm a businessman, and a good environment is good business."

The EPA, however, believes Irving is an environmentalist worthy of recognition. "There are two types of environmentalists," said EPA administrator William Reilly at the May 15 awards ceremony. "There are those who talk about the problems that we face, communicating with a dictionary of despair and coming across as negative. And then there are those who concentrate on success." Irving and his operation eegee's are definitely dedicated to success.

Still, Irving was surprised at such recognition for a restaurant—particularly a fast food restaurant. "We are so often perceived as the defilers of the environment," he says. "The perception is that we're filling up the landfills." (Statistics show that restaurants produce no more waste than other retail businesses.) Irving believes that this misconception is partly because of the high visibility of restaurants and the fact that customers throw away their waste right in the store after eating. "There's that immediate connection: Eat . . . trash," he says.

Photo courtesy of EPA

Ed Irving (second from right) receives award from EPA administrator William K. Reilly (second from left) and assistant administrator Don Clay.

Irving was delighted that a restaurant would sweep the small-business segment of the EPA awards, but the award was a special victory for eegee's. "Winning this award was extremely ironic for us in particular," he says, "considering just a year and a half ago we were attacked for supporting polystyrene foam." Such recognition makes him even more optimistic that waste-management issues are being looked at in depth. "The correct information is finally starting to filter out," he says.

"Recycling for People First"

The program that won eegee's such praise is known as "Recycling for People First."

The program began as a way to lower trash-collection fees about six years ago, when the central commissary/warehouse—the core of the chain's internal distribution system—had to add a second dumpster to handle the waste. That dumpster alone added $300 to monthly expenses. "I looked into that dumpster and all I saw was cardboard," says Irving. "That's when I decided to do something." The commissary began separating out recyclable cardboard. Before long, the second dumpster was gone, the original dumpster was downsized and the number of trash pickups decreased dramatically.

Since eegee's operates its own distribution system, the cardboard-recycling system was easily extended to the chain's 15 units. Company trucks simply picked up the separated cardboard when making deliveries and returned it to the central warehouse. The chain was soon recycling about two tons of cardboard per week, for which it was paid by a recycling company. This additional revenue, and the decreased trash fees, paid for the extra labor and equipment in no time.

Encouraged by the success of the cardboard campaign, Irving began recycling other materials, including office paper, computer paper and polystyrene foam.

Bringing in the people

Community is very important to Irving—so important that his recycling program soon became dedicated to community action as well as environmental action.

Not long after eegee's began its recycling program, the restaurant chain began doing its own baking every day. "I encourage my store operators to order about 15 percent more bread than their projected usage," says Irving, "so we ended up with a lot of leftovers. Something had to be done with it." Wary of throwing anything away, especially something others could use, Irving began donating the day-old mini-loaves to the Casa Maria

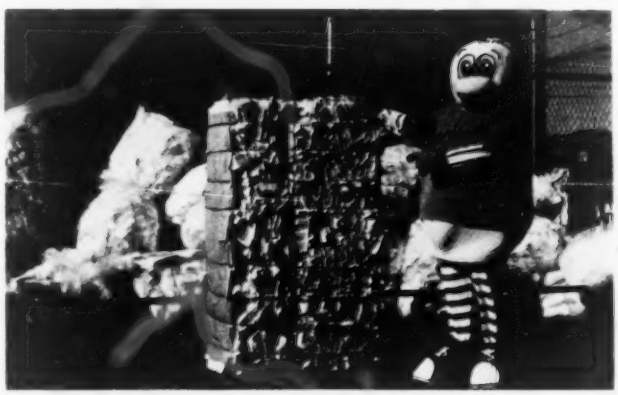


Photo courtesy of eegee's

The eegee's mascot demonstrates the restaurant's recycling program.

Soup Kitchen. "I was overwhelmed by what I saw there," says Irving of the homeless people, especially women and children, who benefit from the kitchen's programs. "There are 8,000 children in Tucson who don't have enough to eat every day," he says. "I'm very proud that we can contribute to their cause." According to Irving, eegee's "recycled" more than 200,000 pounds of bread through the soup kitchen in 1990. And it doesn't stop with bread. Other donations include meat, cheese and cups. "Whatever we don't use we give to them," he says.

In addition to foodstuffs and supplies, eegee's donates all the proceeds from its recycling efforts. The company recently added matching funds as well to bolster its contribution. "It all comes back to us in business," says Irving. "We are having no economic downturn at eegee's. This is one of the best years we've ever had. People feel good coming into our restaurants."

A "recycling coalition"

While eegee's has reached out to its neighbors in need, it has also expanded its program to include other businesses that want to help. Last year Irving began to organize other local businesses into the recycling program. He started with a neighboring convenience store, a truck rental shop and a car upholstery shop, whose managers had watched the eegee's program develop and were eager to share in both the savings and the goodwill.

Pounding the pavement, Irving solicited other Tucson businesses to join the fight to cut waste streams and to help the community. "Saving the environment alone may not be enough incentive," he says, "but the combination of that and helping fellow human beings works." Irving reports 100 percent compliance by businesses he has approached. His "recycling coalition" now includes 40 businesses, and it's growing. All proceeds collected are donated to community causes.

The public is also welcome to participate in the "coalition." Irving reports that many customers bring their recyclables to deposit at eegee's locations.

"The biggest problem with the environment today is politics."

A polystyrene promoter

Although many restaurateurs have been swept into the environmental swirl surrounding the packaging controversy, Ed Irving has solidly stood his ground on the issue of polystyrene foam.

Irving switched to foam from paper in 1985 to hold eegee's signature frozen fruit drinks. "They always melted [in paper cups]," he says. "I wanted to be able to keep them cold longer and allow people to take them home. For our product, foam was best suited to it."

But then in July 1989, the city of Tucson imposed a purchasing ban on foam cups for all city departments. Soon after, eegee's customers began writing and calling and appearing in eegee's restaurants complaining about the use of foam.

Armed with data and scientific support, Irving challenged the city council, urging them to rescind the ban. Experts who shared the pro-polystyrene stance were assembled and testified at hearings. "The biggest problem with the environment today is politics," says Irving, who believes that the ban was based on poor research. "I don't like bans," says Irving. "I don't like negative reinforcement."

The ban was finally modified in December 1990, allowing the city to purchase products in accordance with EPA guidelines. Polystyrene foam meets those standards.

Much of the chain's recycling program involves foam—not just foodservice foam, but also packing materials, building materials and a variety of other types. "Our foam recycling program is the most fun," says Irving, "because it involves the whole community. We work with the public, businesses and schools." DART Corporation, an eegee's supplier, recently provided a densifier at very little cost, so that the restaurant could bale its foam. "Since foam is 95 percent air, it is difficult to ship," says Irving. "Now we can densify first and then ship."

Much of the baled polystyrene is shipped to a National Polystyrene Recycling Company (NPRC) facility. But Irving, always concerned with new markets, recently invested some of his foam waste back into eegee's itself: one restaurant now has a new roof made of 60,000 baled post-consumer eegee's cups.

Four steps to success

Irving has much sound advice for restaurant operators facing the formidable task of developing a comprehensive program.

1. *Start small.* Don't start with everything at once, warns Irving. Operators are tempted to jump into a solid-waste program head first. "Pick your big waste source and start there," he cautions. "It'll most likely be stuff behind the counter—probably cardboard." You can build a solid program by starting with the basics.

2. *Tie in the community.* "Everything works much more smoothly when it benefits the community," says Irving.

3. *Answer your customers.* The environment is a great concern to customers. Irving reports that throughout the past few controversial years he's received many calls and letters—and he answers them. He urges restaurateurs to bring concerned customers into the establishment and expose them to the recycling system firsthand. "I show them exactly what we're doing," he says, "and I've turned many people around."

4. *Educate yourself.* "This industry is very helpful," says Irving. "There's bundles of information out there, and the facts are there." He suggests starting with suppliers, who are often eager to help with waste-management programs. "And if you have a specific problem with foam," says Irving, "call me."

—Melanie A. Crosby

TEEN EMPLOYMENT AND THE LAW

These days, employing teen workers seems to be getting more difficult. Restrictive legislation and concerns about teen education have put restaurateurs on the defensive about employing young workers.

The National Restaurant Association and many restaurateurs, however, are now working to reform antiquated laws and to spread the word about the importance of work for teenagers.

A JUGGLING ACT FOR FOODSERVICE OPERATORS

by Andrew McLauchlin and Denise Roach

Teens and foodservice jobs—it's a natural fit. With the industry's large number of entry-level positions, prospects for summer jobs, flexible hours and opportunities to advance, it's no surprise that more teens work in foodservice than in any other U.S. industry.

But some lawmakers, both in statehouses and in Washington, want to impose more restrictions on employers who hire workers under age 18. Following a year of heightened anti-employer rhetoric by lawmakers and a crackdown on employers by the U.S. Department of Labor (DOL), restaurateurs are also battling the perception that employers of teen workers are insensitive to their employees' education or safety.

The National Restaurant Association and restaurateurs around the country are taking aim at both the legislative and public-image problems by working for more reasonable, understandable laws for employers who hire minors and by going on the offense to show that they care about their employees' schooling and safety. At the same time, foodservice operators are working to defuse the rhetoric that says jobs are bad for teenagers.

Enforcement, violations way up

Last year, DOL's wage-and hour officials stepped up enforcement of teen-labor rules drastically, visiting nearly 10,000 employers during a four-part "Operation Child Watch" sweep that ended last September.

In large part because of this sweep, DOL detected more than 42,000 teen-labor law violations in 1990, more than quadruple 1983's level of 9,700. Even before the crackdown, however, the number of annual violations had climbed to about 22,000, reflecting both DOL's increased attention to child-labor law enforcement through the 1980s and the declining unemployment rates of the mid-1980s that caused more employers to turn to young workers.

Penalties assessed by DOL have risen from $834,000 in 1983 to at least $8.9 billion for the fiscal year that will end September 30, 1991. Average fines per violation have climbed from $165 in 1983 to $438 today. DOL says average fines will continue to increase in response to a new law that since last March has allowed DOL to assess a maximum penalty of $10,000 per violation, up from the previous $1,000 maximum. Under DOL's new penalty structure, employers of teens who are employed illegally and suffer serious injuries will be fined a minimum of $5,000.

Combating sensationalism

Employers of young workers have been forced into a defensive role, with advocacy groups pointing the finger at employers, blaming them for broad teen social problems including declining test scores, excessive high-school dropout rates and even materialism.

Restaurants, which accounted for about 55 percent of the total violations detected by DOL between 1983 and 1990, have been the subject of much negative publicity. While advocates decry unsafe and abusive "sweatshops" (most often found in other industries) when they argue for crackdowns on employers, DOL enforcers often head for an easier target: the nation's highly visible foodservice operations.

Yet in most cases the violations have not involved serious injuries. DOL estimates that 80 percent of teen-employment violations found in 1990 involved workers under age 16 exceeding the 18-hour limit during school weeks or working before 7 a.m. or after 7 p.m. Two-thirds of these hours violations were found in foodservice establishments, DOL says.

"Restaurants are an easy hit because they employ so many teen workers," says Mark Gorman, senior director of government affairs for the National Restaurant Association. "But the fact is, restaurants are not where the most serious violations are taking place. To portray a restaurant owner as a criminal for letting a 14 or 15-year-old work until 7:30 p.m. is excessive."

Stiffer restrictions proposed

Not satisfied that the existing penalty structure is enough of a deterrent, Congressman Don Pease (D-OH) and Senator Howard Metzenbaum (D-OH) have proposed legislation in the U.S. Congress to make federal teen-employment laws even more restrictive.

Since 1989 a number of state legislatures have also made new teen-labor rules, adding new restrictions on working hours for 16 and 17-year-olds and revamping work-permit rules, among other changes.

Restaurateurs are concerned that lawmakers are being swept away by rhetoric into drastic action. "It worries me that if the laws get too strict we will have to look elsewhere, and teenagers won't get hired, period. There's just too much liability for the restaurateur," says National Restaurant Association Director Jackie Trujillo, executive vice chairman and president of operations for Harman Management Corporation in Los Altos, California. Her company subfranchises 242 KFC units in California, Colorado, Utah and Washington.

State vs. federal law

DOL's Operation Child Watch underscored the confusion employers experience over whether they are covered by state or federal teen-labor laws.

The answer can be tricky: Federal law covers businesses that grossed at least $362,500 per year at the end of March 1990 or that have gross sales of more than $500,000 per year today. Federal law also covers any individual employee—regardless of the employer's size—who is involved in interstate commerce. State rules generally cover smaller businesses, but some provisions may apply to large companies as well, in cases where these state provisions are more "beneficial" to the employee than federal law—that is, when state laws are stricter.

When DOL inspectors came knocking last year during the agency's Operation Child Watch, many foodservice operators who thought they were in compliance with the law got a rude shock: They *were* in compliance—but with the wrong law. Numerous operators were following state labor laws, when in many cases they should have been following more restrictive federal rules.

The existence of two separate sets of laws governing the hours that teens can work has been confusing to foodservice operators, especially in states where state labor officials have done more than their federal counterparts to get the word out on state law. "State and federal laws are not in sync. It's hard to know which one to follow," says Neil Shook, owner of Hartman's Two Family Restaurant in Nazareth, Pennsylvania.

Shook's home state of Pennsylvania, for example, imposes limits on the hours that 16 and 17-year-olds may work. Federal law does not. And Pennsylvania allows workers under 16 years of age who are not covered by federal law to work until 10 p.m. during the summer, instead of the federal limit of 9 p.m. In addition, Pennsylvania requires employers to give employees under 18 a 30-minute work break by the time the employee has worked five consecutive hours in one day.

Confused? You're not alone. And the government has not done a good job of explaining which laws employers must follow. According to Ed Lump, executive vice president of the Wisconsin Restaurant Association (WRA), employers who contact federal and state departments of labor regularly get conflicting information on which law applies to their business. "Businesses are operating in the dark, and that's the reason a lot of people end up violating the law,"

Teenage foodservice workers learn on-the-job skills that are an important introduction to success in the working world.

says Lump, who co-chairs a teen-employment task force set up this year by the National Restaurant Association and state restaurant associations.

Restaurateurs in some states are taking action. Lump and the WRA recently led a successful campaign in Wisconsin to convince the state to include information on state and federal teen-labor laws on the back of work permits.

Outdated laws pose problem

Federal teen-employment laws crafted decades ago have become outdated and irrelevant for many of today's workplaces. Many laws have not been changed for more than 50 years.

"The National Restaurant Association condemns abusive work situations," says Mark Gorman. "But an important element of improving compliance with the law is establishing more reasonable rules. The changes we are seeking still protect young workers while making rules more sensible for employers and employees."

One of the most problematic regulations is the 7 p.m. limit on working hours for 14 and 15-year-olds during the school year. The rule leaves foodservice operators with a tough choice: Hire workers under age 16 and be prepared to have them punch out in the middle of the dinner rush or else don't hire them at all.

"It's ridiculous that kids can't work after 7 p.m. on Fridays and Saturdays," says Doris Lang, manager of Eby's Pines in Bristol, Indiana. Lang, who sometimes employs as many as 50 workers under age 18, says arbitrary hour limits force teenagers out of work and into less productive pursuits. "They don't go home. They just go next door to the roller-skating rink," she says. "Everyone is concerned about drugs and alcohol, yet few seem to realize that if these kids are actively involved in improving their skills and self-esteem on the job, they are less likely to fall into undesirable habits."

Pennsylvania restaurateur Shook agrees that work can be a productive way for teens to spend their time. "I know many parents who want me to hire their kids so they know where they are," he says.

Shook employs about 100 workers, and about 30 of them are under age 18. "These kids want to work," says Shook. "It's hard to get them to punch out on time before the magic hour of seven o'clock comes, because they don't want to give up their hours. I get busy working during the dinner rush, and it's hard for me to remember to make them leave. But if I don't, I could be in big trouble."

The fear of such trouble is forcing restaurant operators to reevaluate the risks and benefits of hiring teens. Lang, for example, is one of many operators who say they have stopped hiring 14 and 15-year-olds because of the inflexible hours restrictions. "The people who make these laws should realize that now the kids who I would have hired and who wanted to work are without jobs," Lang says.

Kitchen rules need changing

Operators are also having problems with federal regulations that prohibit teens from performing certain kitchen duties.

One provision of federal law, for example, says that workers under age 16 may cook only at lunch counters and soda fountains—a holdover from when the laws were passed in the 1950s and 1960s, a time of drugstore soda fountains and dime-store lunch counters. At that time, "restaurant" cooking was seen as too hazardous for young workers.

Restaurants have changed and so should the rules, the National Restaurant Association argues.

Another rule, termed Hazardous Order 10, prohibits restaurant workers under age 18 from using power-driven meat slicers. The regulation, created in 1952, was originally intended to protect teens who worked in meat-processing plants from dangerous slaughtering machinery. In 1962 DOL applied the provision to retailers and has since taken the position that "retailers" include foodservice establishments. However, DOL made the decision without any evidence or studies showing that food slicers are actually hazardous to teens in the foodservice setting.

Jobs are good for teens

The difficulties faced in reforming teen-labor rules show the power of the rhetoric that complicates the issue today.

Restaurateurs are working to combat the impression that work is bad for kids. Harman Management's Trujillo, testifying before Congress in March about the value of jobs for teens, told senators that she started her foodservice career 38 years ago as a teenage carhop at the world's first Kentucky Fried Chicken franchise and worked her way up through jobs as a grill cook, assistant manager and store manager to her present post of operations president.

"If you're going to be successful, you need to learn how to deal with

people. Restaurants offer this experience. We teach teenagers responsibility and how to work with coworkers. Our employees always tell us that working here as a teenager was a positive experience," says Trujillo. Ninety percent of her corporation's store managers advanced from within Harman Management, Trujillo says.

Few studies specifically address the benefits of foodservice jobs for teens. However, Ivan Charner, director of the National Institute for Work and Learning, a nonprofit Washington DC research firm, has conducted extensive surveys of teens working in fast food.

Charner's research, conducted in 1982–83, shows that teens employed at surveyed fast food chains learned to complete tasks, deal with other people, work as part of a team, train employees and take responsibility.

"All of these skills are critical to success later in life," says Charner. His studies showed that the teen employees who seemed to gain the most from fast food employment were those most in need of skills, including teens from disadvantaged socioeconomic backgrounds, minorities and people with fewer years of schooling and poorer grades. "Fast food employment seemed especially to help the people who weren't learning these skills at home, in school or in the community," says Charner.

Operators recognize importance of education

Far from setting up roadblocks to interfere with the balance between

What is the law on teen labor?

The following guidelines highlight the federal child-labor laws. However, it is important to note that federal child-labor laws **do not** take precedence over state child-labor laws. Whenever a state standard differs from a federal standard, the more strict standard must be observed.

Minimum age for employment

The minimum age for employment is 14 years.

Restrictions on the employment of 14 and 15-year-olds

Hours and time restrictions

14 and 15-year-olds may not be employed:

- ☐ during school hours, except in Work Experience and Career Exploration programs;
- ☐ before 7 a.m. or after 7 p.m., except until 9 p.m. from June 1 through Labor Day (time depends on local standards);
- ☐ more than 3 hours per day on school days;
- ☐ more than 18 hours per week during school weeks;
- ☐ more than 8 hours per day on nonschool days; or
- ☐ more than 40 hours per week during nonschool weeks.

The above restrictions apply even if the child does not attend school.

Exceptions to hours and time restrictions

14 and 15-year-old enrollees in approved school-supervised and school-administered Work Experience and Career Exploration Programs (WECEP) may be employed:

- ☐ during school hours;
- ☐ for as many as 3 hours on a school day;
- ☐ for as many as 23 hours in a school week; and
- ☐ in occupations otherwise prohibited for which a variation has been granted by the DOL's Administrator of the Wage and Hour Division.

The State Educational Agency must obtain approval from such Administrator before operating a WECEP program.

Work restrictions

14 and 15-year-olds may not:

- ☐ maintain or repair machines or equipment;
- ☐ perform outside window washing that involves working from windowsills, or perform any work requiring the use of ladders, scaffolds or their substitutes;
- ☐ cook (except in an area not separated by partition and in the customer's view) or bake;
- ☐ operate, set up, adjust, clean, oil or repair power-driven food slicers or grinders, food choppers and cutters, or bakery-type mixers;
- ☐ work in freezers or meat coolers or perform any work in preparation of meats for sale (except wrapping, sealing, labeling, weighing, pricing and stocking, when performed in other areas);
- ☐ load or unload trucks, railroad cars or conveyors; or
- ☐ engage in occupations in warehouses, except office or clerical work.

Exemption from the regulations

There are no time and hours restrictions for children under the age of 16 years who work for their parents.

Restrictions on the employment of 16 and 17-year-olds

There are no hours or time restrictions on 16 and 17-year-olds. Workers aged 16 and 17 may not, however, be employed in occupations declared particularly hazardous by the Secretary of Labor. The principal occupations in the foodservice industry that the Secretary of Labor has declared particularly hazardous are those involving the use of power-driven machines.

Hazardous Order 10 prohibits 16 and 17-year-olds from operating or cleaning power-driven meat-processing machines in retail or service establishments. The DOL has long taken the position that power-driven food slicers are power-driven meat-processing machines, regardless of how used, and thus the use or cleaning of such food slicers by 16 or 17-year-olds in a foodservice establishment is prohibited.

Hazardous Order 11 prohibits 16 and 17-year-olds from operating or cleaning most power-driven bakery machines. DOL has taken the position, however, that operation of pizza-dough rollers with a number of safety features would not be prohibited by Hazardous Order 11.

The DOL has also taken the position that the use by a 16 or 17-year-old of a dough mixer, even if used to mix potatoes, and a combination roll divider and rounder are prohibited.

Penalties

The Secretary of Labor may assess a civil penalty of up to $10,000 per violation.

—Richard C. Johnson, J.D.
General Counsel
National Restaurant Association

The 7 p.m. limit on working hours for 14 and 15-year-olds during the school year is a problem for both employers and teen workers.

work and school, restaurateurs are increasingly demonstrating that they want their young workers to stay in school and do well.

Burger King Corporation, for example, has been running a Crew Education Assistance Program (CEAP) in its company-owned stores since 1985, whereby Burger King contributes up to $2,000 over two years towards an employee's post-high-school tuition. Employees who complete at least three months of continuous service by working an average of at least 15 hours per week receive tuition money for each fiscal quarter they work. More than 100 colleges and universities have agreed to match Burger King's tuition contributions dollar for dollar.

Burger King provides the same college-tuition benefits to youths who are not in high school but who are working toward general-education degrees in preparation for higher education.

Burger King spokesperson Michael Evans says the program has been a valuable tool for recruiting and retaining teen employees. "The program sets us apart and gives students an incentive to stay with us," says Evans. About 2,000 students, 60 percent of them between 16 and 18 years old, are now participating in the program. About 8,000 Burger King employees have benefited from CEAP funds since 1985.

Putting education first

Many operators are also making efforts to communicate better with parents, teachers and teens to ease potential conflicts between work and school.

The Indiana Restaurant Association's "Education First" program, developed in conjunction with state labor and education officials, supplies operators with information on work permits, other teen-employment forms, and state and federal teen-labor laws.

Participating employers send postcard notices to schools and parents when they hire young workers, and they post "Education First" creeds to let customers and employees know that they consider education a young worker's first "job" and to show that the employers are committed to following teen-labor rules. "Education First" employers swap stories about the best ways to keep teens in the work force while encouraging them to do well in school. Examples include offering flexible work hours that take school activities into account and giving students incentives for making good grades.

Wendell Bias, owner of J's Dairy Inn in Liberty, Indiana, says posting his "Education First" creed has made his employees feel freer to speak up when they need to study. "It makes everyone more aware that I will be responsive to their needs," he says. Working with "Education First" has also strengthened his community ties, Bias says.

Set up in 1989, the "Education First" program now involves more than 850 restaurants employing more than 5,000 teens. The Wisconsin Restaurant Association recently adopted a similar program. Officials at the Indiana and Wisconsin associations hope other states will adopt the "Education First" model to improve relations with parents and teachers.

The National Restaurant Association approached the National Education Association (NEA) in April to put together a program similar to "Education First" on the national level.

NEA has already endorsed the guidelines drafted by the National Restaurant Association. The guidelines emphasize that foodservice operators are committed to complying with state and federal laws, believe education is a student's top priority and will take steps to encourage employees to do well in school. The National Restaurant Association plans to release these guidelines for interested association members to use in the coming school year.

Association proposes regulatory reforms

The National Restaurant Association has held numerous meetings over the past two years with congressional and DOL officials to explain how existing regulations need to be updated.

In March the association petitioned DOL Secretary Lynn Martin to make teen-labor rules easier for employers to follow, suggesting specific changes. Among the suggested reforms:

- Adopt a 9 p.m. evening working limit for workers under 16 during the school year.
- Expand working hours for workers under 16 during nonschool times, including summer months, holidays and vacation periods, and days not followed by school days (i.e., Fridays and Saturdays).
- Allow cooking and baking by 14 and 15-year-olds, with certain restrictions.
- Set up an equipment "standards board" to approve the use of equipment for teen workers.
- Require DOL to print posters with state and federal laws, indicating which is applicable.
- Require DOL to hold a series of educational meetings in each state every year.

DOL has promised to hear out foodservice operators' suggestions, and DOL Secretary Lynn Martin has tentatively agreed to meet with the association this year to discuss the foodservice industry's proposals for change. ❑

THE POWER OF EMPLOYEE TRAINING

THESE RESTAURATEURS ARE BELIEVERS

Two highly successful restaurateurs running vastly different establishments have discovered the same thing: Employee training is the key to success.

by Joan E. Herlong

For 22 years, Muriale's Restaurant in Fairmont, West Virginia, has been racking up annual sales gains of between 12 and 15 percent—a phenomenal rate of growth in a college town of about 27,000 people. Owner and operator Rocco Muriale oversees a staff of college-town employees who provide outstanding service and Italian-American fare in a comfortable, family-style setting.

Meanwhile, 2,000 miles away in Prescott, Arizona, an upscale restaurant run by owner Paul Murphy is doing amazing numbers through boom and bust—Murphy's Restaurant grosses more than $2 million a year in another small town of about 28,000 people, serving up fish, beef, wine and beer in a rustic Western setting. What else does Murphy's offer? The best-trained staff around, according to the owner.

Although the two operations differ greatly in check averages and menu offerings, they do have two things in common: phenomenal success and

◀ **Rocco Muriale has built a top-notch staff of young workers. "They make excellent tips because they've been trained so well," says Muriale.**

extraordinary employee training programs.

As Paul Murphy explains, "The reason I'm so fanatical about training is because I want my restaurant to be the *best* in the area, in all aspects—and it is. The evidence is in our gross sales and popularity. I started in the restaurant business when I was just a teenager. Working in the kitchen, I found you can't expect people to handle a knife or run equipment just right. You have to *train* them above and beyond."

Rocco Muriale became a training convert after visiting scores of restaurants "just to see how they do it and get some ideas." Muriale confesses, "I'm a restaurant freak. Every time I go to the National Restaurant Association Show in Chicago, I hit about 15 to 20 restaurants in about three days. Sometimes I stay for a meal; sometimes I just walk around a bit. The Lettuce Entertain You restaurants in the Chicago area have always been a big inspiration to me. About 12 years ago, it hit me that, while our staff has always been friendly, we needed a more formalized training program. Excellent service doesn't just happen; it has to be 'packaged' in a certain way."

The program at Muriale's

Formal training occurs every 10 days at Muriale's. "Usually, we show a film or have some kind of a talk focusing on a specific area. We are really big on training films. We use films from the National Restaurant Association, the Professional Waiter's School in Los Angeles, [the comedic actor] John Cleese, and also Pittsburgh Productions."

After showing a film, Muriale often moderates a question-and-answer period "just to make sure the point really gets across." Muriale adds, "Sometimes we will do role-playing, or I will give a talk on a specific subject. We are beginning to bring in outside speakers and consultants, too. Most training takes place at about 9 p.m., and the employees are paid for their time."

Muriale prefers to hire completely inexperienced employees, particularly for the waitstaff. "For most, this is their first job," he says. "I like that because they have no preconceived notion about how things should be done. I have been training 18 to 24-year-olds for 22 years, and I've been doing it this intensively for the last 12 years. I want them to know *my* standards. They make excellent tips for high-school and college students, and that's largely because they've been trained so well."

At Muriale's Restaurant, all waitstaff members start out as host staff. Hosting is also the training ground. "The only difference between working on the host staff and the waitstaff," notes Muriale, "is that the waitstaff is responsible for taking the order and bringing the food to the table. All other services, such as refilling drinks and busing the table, are performed by both."

"To people in this age group," continues Muriale, "many of the basics of hospitality are quite foreign. We have to continually remind employees of its importance. For example, in the initial greeting, it is so important to make eye contact with the customer. For a lot of kids this age, eye contact either doesn't occur to them, or it does not come naturally. They need to learn that these kinds of things are a big part of the service culture."

All employees receive ongoing training, but Muriale spends most of his training time on host and waitstaff, because they have the most customer contact. "They make the most important impression on the customer during 'the moments of truth.' Those first few moments are really vital," he emphasizes, "even though it's really a matter of simple courtesy: welcoming guests, seating them properly and chatting for just a few seconds. You can really tell a great restaurant from a so-so restaurant from that initial hospitality."

The last hurdle to moving up to waitstaff at Muriale's involves role-playing with the boss. "The final test is me," says Muriale. "Before being promoted to waitstaff from kitchen help, host staff or buser, they have to answer my questions about the beer and wine list, menu items, methods of preparation and what we want emphasized on the menu. They can't just answer the questions by rote. They have to truly articulate the information to me."

Formal training occurs every 10 days at Muriale's.

Training every day at Murphy's

At Murphy's, formal training meetings take place every day. "We have hundreds of sub-signatures," explains Murphy, "such as our own Irish coffee, our own Murphy's beer, 67 other beers, and our own bakery featuring different breads and desserts each day. We have to constantly train our people to stay abreast of those changes *daily*. We have two shifts—day and evening—and before each shift we gather waitstaff and maybe some cooks to explain promotions and specials."

All 100 employees at Murphy's attend a general meeting at least once every 45 days. Departmental meetings occur monthly, as do wine seminars, which are given by different wine makers or distributors. There is also a weekly management meeting, and all employees read the results of this meeting in the weekly newsletter written by the head hostess.

"The general meetings are more motivational," says Murphy. "Departmental meetings are more specific. For example, with waitstaff we might emphasize how we want the cup to sit in the saucer, or how much ice should be in the tea. At the wine seminars, I always insist they start with the basics."

Meetings can last up to two and a half hours, and employees are paid for their time. Murphy emphasizes that these training sessions are "al-

Paul Murphy makes his own training films: "I just went to K-Mart and bought a video camera with a tripod."

ways interactive and informal. I come to the meeting in sweats or shorts with a list of about 10 things I want to get across. We always let our staff make the needed changes, too, or the changes won't work."

Because his restaurant is upscale, Murphy prefers to hire experienced waitstaff. The average age of his waitstaff is about 26. Immediately upon hiring, new employees receive a training packet on which they will be tested later. The packet itself is about an inch-and-a-half thick.

Murphy admits, "The packet is totally overwhelming to them, but it conveys the seriousness of the job immediately. A lot of people think, 'Oh, I'll just wait tables until something decent opens up.' I don't *want* short-timers. I guess that's why only about 7 percent are actually hired out of our applicant pool."

At the end of a server's first day of Murphy's training, he or she is tested on the general manual (which he or she has had for at least three days). At the end of the third day, the server takes a table-numbers test. On the fourth day, there is a test on menu descriptions and abbreviations. On the fifth day, there is a computer test and portion-control test. On the sixth day, there is another computer test, plus a "PLU" or Price-Look-Up exam. The seventh day is a day of rest, so to speak, and the eighth day's test is on bar abbreviations and prices. When the would-be server has passed all these tests, he or she is "ready to go on the floor."

What is a passing grade? "I want all A's," insists Murphy. "They have to score a 92 or better on each test. But we do give a little bit of leeway. Some people just don't test well, so we give some latitude considering their actual floor performance. A trainee has to follow another waiter for two days, and then be followed for another two days. At the end of those four days, we know whether they can cut it. We want to make sure they are 100 percent ready before they wait on their first customer alone."

This training program may sound rather formal, but Murphy points out, "We do have strict rules, but we don't have robots. One of our mottos is 'We're going to make money, but have some fun at the same time.' "

Restaurateur and movie producer

Murphy also relies on training videos. Like the restaurant's breads and desserts, Murphy's training videos are homemade. "About 10 years ago," he recalls, "I just went to K-Mart and bought a video camera with a tripod. It's so easy to make my own that I don't buy or rent outside training films."

Murphy has made eight training videos, all of which he updates at least every six months. "They are pretty hokey," he allows, "but I admit that up front."

One film covers the general employee manual, featuring Murphy himself reading through and commenting on the manual. There are two separate films for waitstaffers—one for the day shift and one for the evening shift. Murphy has also made a film called "Eight Steps to Waiting Tables" for all hosts and waitstaffers. "Service Assistant" is a training video for buspersons. "History and Philosophy of Murphy's" focuses on the restaurant's building, which is the oldest mercantile structure in Arizona, and its adopted motto, "All Goods Guaranteed to be First Class." Another film, "Sales and Selling," emphasizes techniques for selling more of Murphy's signature items.

The "Liquor Liability" video features Murphy simply explaining what liquor liability is. " 'Liquor Liability' is in some ways our most important training film," says Murphy. "It's the one tape every restaurateur should do if they only make one film."

Murphy's customized videos allow him to explain the little elements of service that are unique to his restaurant. "The videos are so specific to my way of running things. 'Eight Steps to Waiting Tables,' for example, is *our* way, but it may not fit another restaurant's way. There are so many specifics to running a good restaurant, and making your own training tapes is such an easy way to address those specifics," says Murphy.

What about the costs?

"Each training session costs me about $300," says Rocco Muriale, "but it's definitely worth every penny." Because Muriale himself is a major part of his ongoing training process, his time is a difficult "cost" to put into numbers.

Instead, he views his training time as an investment. "I spend my time at the restaurant pretty evenly on three main areas: training, food quality and sanitation," says Muriale. "I am not big on office work or spending a lot of time with salesmen."

Muriale is a consistent part of the ongoing training process, always there as a resource and backup. "Our training emphasizes team work," says Muriale, who plays the role of team captain. "People who come to my

restaurant expect to see me, and they do. Food and service are the lifeline of the business, so you will usually find me in the kitchen or out in the dining room."

"I have heard about 'empowering' the employees on the 'front line,' and I agree with that training philosophy, but not to the extent that the managers or the owner cop out on their responsibilities," he continues. "If the customer is not satisfied with, say, his lasagna, the waiter is trained to replace it right away. That's just common sense. But it is ultimately *my* responsibility to apologize to the customer, make sure he's had a pleasant meal, thank him for coming and invite him to come back."

For Paul Murphy, using homemade films slashes the cost of training—in both dollars and time spent. "The films alone save me over 200 management hours per year. I started doing the films about six years ago after I faced some facts about training. You can have fancy manuals, but they are worthless without consistency in presentation. Training is only as good as the manager's ability to present it, and consistency is key. With the films, the employees get *me*, making the same points in the same way for every employee who views the film."

"I'm fanatical about training because I want my restaurant to be the best in the area," says Paul Murphy.

Employee response

At Muriale's, employees enjoy the training and appreciate training's long-term effects as well. "They really enjoy the training movies," enthuses Rocco Muriale. "Movies are a really good medium for getting the point across to this age group. One of their favorites is from Pittsburgh Productions. It shows a couple who goes to dinner at the Restaurant from Hell—a completely awful experience. But then the whole thing is reenacted, with the same players spending the same amount of time with the customers, only everything is done right."

Muriale can always tell when his training program has begun to sink in with employees, and they appreciate what they are learning. As an example, Muriale offers, "One waiter came up to me the other night and said, 'I went to a restaurant last night and their service was *deplorable*.' After training, our servers really develop a new sense of what service should be from the customer's perspective.

"Many of my employees go on to college or graduate from college while they're with us," says Muriale, whose restaurant is located near Fairmont State College. "A lot of them have told me how much the training here has helped them personally. One young woman went on to become the manager of a health spa. She said that in her interviews they really stressed service, and she was able to show them she was more than prepared to take on that kind of responsibility."

Training at Muriale's is about more than just doing a good job and earning tips. "This is a young staff," says Muriale, "and role models are important to them. They learn a lot more than just how to walk up to a table. They learn about poise, stance, eye contact and social courtesy. These are things that will help them long after they've been with us. They really do appreciate it."

Paul Murphy constantly reinvents his training program and films based on the input of his employees. "Our long-term employees are always giving us feedback about the training program," says Murphy, "and we make a point of asking our new employees what they liked and didn't like about the training program they've just completed. We also do thorough exit interviews and get a lot of good information through those.

"Cross-training is also a very effective way to promote teamwork," adds Murphy. "We like our waitstaff to know a bit about what it's like to work in the kitchen. It makes an amazing difference when you take a server behind the bar and explain how it's organized and how orders are filled. When the server understands all this, the server and the bartender work together better and faster."

Customer response

"I don't actively promote our training to our customers," says Murphy, "but I know they must know about it. Excellent service completes the picture.

"I ask regular customers to let me know how a new server is doing, and then I just stay away. Our focus on excellent service must be obvious to our customers. When you emphasize service like we do, your nearest competitor is miles away."

"I don't actively promote our training or attention to service," says Rocco Muriale. But the response comes to Muriale in the form of comments from customers. "More than half of my business is regular customers, so they clearly appreciate it," says Muriale. "A lot of people tell me that the food is excellent, but the service is *superb*."

Joan Herlong is a writer in Greenville, South Carolina

EMPLOYEE THEFT

TRACKING AND PROSECUTING PERPETRATORS OF ON-THE-JOB THEFT

Everyone knows that the best way to control employee theft is with prevention. But sometimes that's not enough. When dealing with a "bad apple" or a hard-core thief, a strong response may be called for to set a precedent: You may have to investigate and prosecute a criminal employee.

by Banning K. Lary

All the signs point to bad news: An audit reveals shortages in inventory. Cash is missing. Then, you receive a confidential tip from an employee. One of your employees—and maybe more than one—is a thief.

To discover that a trusted employee is ripping off the restaurant is disturbing, at the least. You feel hurt and betrayed. You want to lash out immediately and uncover the crooks. But you'd better wait. To act rashly could backfire if you terminate or accuse an innocent party who may later sue for wrongful discharge or false accusations. Quickly firing someone could also send the wrong message to other employees who are stealing. They may figure that getting fired would be the end of their troubles or that they should merely suspend their activities for a while. If management irrationally fires someone without any evidence, it further convinces thieves that the company is an easy mark, unschooled in methods of discovery and prosecution.

Relax for a moment when you first suspect internal theft. Take a deep breath. Realize that time is on your side. Vengeance is a dish best served cold. You must gather all the evidence you can before acting, so that you can best proceed within the constraints of company policy and the law. Proper gathering of evidence may require that you hire someone from outside as an investigator.

Gathering evidence

"Before any accusations are made, you want to be sure your evidence is in order," says Evan Foster, who runs Touchstone Research International, a Dallas firm specializing in internal theft and drug investigations for restaurants and hotels. "You want to have an ironclad case before you confront your suspect(s)."

Evidence basically comes in two different forms: documents and witnesses. Documents are usually the "paper trail" that tracks the flow of goods and cash through an operation. In the back of the house, these can be invoices, receiving reports and computer entries. In the front of the house, evidence may be dinner tickets, cash receipts and bar tabs.

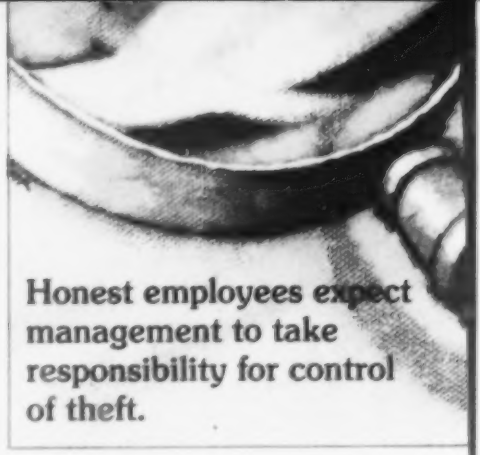
Witnesses are the second type of evidence, and they are valuable because they possess knowledge of theft through firsthand observation or by overhearing others talk about it. Sometimes employees involved in a theft scheme will sicken of their actions and will want to "come clean" one day by telling you out of the blue that they have been stealing—perhaps before you even knew it was going on. But this is very rare. Other employees can become witnesses during the investigation process in exchange for certain kinds of immunity. More often than not, the prime witness is the suspect himself, who eventually confesses during a "confidential conversation."

Many restaurant owners mistakenly feel that honest employees will come forward and report theft, as they will not choose to work in a dishonest environment. The truth is, however, that honest employees will generally just leave.

It is probably true that in any organization 10 percent of the employees are impeccably honest and will not steal no matter what the circumstances. Conversely, 30 percent of the people will steal if given the opportunity. The remaining 60 percent might steal under the right set of circumstances. If a restaurant loses its honest employees by not stepping in and stopping ongoing thefts by employees, things will only get worse.

Employee thefts in a restaurant range in magnitude from what is commonly referred to as "grazing," whereby a foodservice worker will snack on the inventory throughout an entire shift, all the way up to organized and ongoing criminal theft of cash and merchandise that can, over time, add up to millions of dollars. To

Eric Westbrook



Honest employees expect management to take responsibility for control of theft.

a restaurant operator, any kind of theft should be intolerable, and immediate steps should be taken to discover the problem and stop it. Employee theft is like cancer: the longer you wait or ignore it, the more it spreads.

Beginning the investigation

"Once an owner or operator discovers a loss, he is in control of the situation," says investigator Foster, "and the criminals are at a disadvantage." However, this is true only if the owner can keep cool and call an investigator who will put in someone undercover. "It's critical that we establish contact with the perpetrators who are committing the crimes."

Employees cannot know that an investigation is under way, and an owner or manager must not "telegraph" his feelings of betrayal. Business must go on as usual, and an owner must not discuss the investigation with anyone—not even a spouse.

"We had a case once," says Foster, "where the owner was telling his wife everything, and she was telling the maid. The maid didn't know it, but her boyfriend was the ringleader [of the stealing] who managed her boss' business. Everything the owner told his wife got back to the ringleader through the maid, and it took six months before we could figure out that our countermeasures were being subverted through a leak next to the owner."

Another key point is that an investigation must begin immediately, as soon as inventory figures or profit ratios begin to change. Many times a restaurant owner will think the problem is in the paperwork. Not wanting to believe that employees could be thieves, the owner inadvertently perpetuates the problem. By confronting the problem directly, an owner can locate a paper mistake and correct it before it can multiply—or, if necessary, hire a firm to begin an undercover investigation.

Going undercover

Undercover personnel must enter an establishment through normal hiring channels like any other employee. Otherwise they will be suspected. Because thieves usually occupy positions of mobility, undercover personnel are rarely hired in static positions (like a cook) where their work activities are confined to one area of the restaurant. The undercover person needs to have access to all phases of the operation and must gain trust on all levels.

An undercover investigation usually goes through several well-defined stages, according to Foster.

"During the first month, the operative is not asking any questions, not spooking anybody, just learning his job," says Foster. "He (or she) is picking up a lot of general information that is very valuable to the restaurant owner about such things as morale, supervision, productivity and customer service. The undercover operative is also building a rapport with other employees through 'after work' activities like having lunch together or a beer after work."

One of the first things undercover agents find on a typical investigation is drug usage among certain groups of employees. During a recent investigation to uncover problems with food cost at an Orlando, Florida, restaurant, Touchstone agents surprised management when they revealed that some employees were smoking marijuana outside during breaks, and other employees were using crack cocaine. These habits motivated the theft of filets mignons and cases of Dom Perignon champagne. Even silverware was stolen—sometimes to obtain drugs, sometimes out of pure greed.

As is standard practice among restaurant investigators, Touchstone agents write daily reports that cover 350 areas of operation—from safety and security to customer satisfaction. These handwritten diaries report every event from opening to closing and are forwarded to headquarters. Typewritten weekly reports are then sent to the restaurant owner's home for review.

"One of the hardest things for the business owner to do is to read these weekly reports and not react," says Foster. "There is a real temptation to go in and try to straighten the problem out."

Most undercover programs require that the owners give assurances that they will not interfere or react in any way to the information until the investigation is finished. "If the owner reacts prematurely after we've found 50 percent of the problem, we never get the other 50 percent," Foster says.

Obtaining documentation

Once the investigator locates the sources of employee theft, the next phase includes placing pinhole cameras in the ceilings to monitor activity at the cash registers, over the bar, outside the back door and refrigerator doors, and in the parking lot and other key access areas. These cameras are attached to long-play recorders that produce powerful evidence that can be used in obtaining confessions and in court.

"Then, when we go to court, it's not my undercover investigator testifying. It's me and one of my general investigators and the videotapes," Foster says. "The identity of the undercover agent is preserved for future operations.

"We will never trap an employee. We never set the stage for an employee to steal, because then we wouldn't know if it was the first time that person had stolen," says Foster. "We use a technique called 'roping,' whereby we get close to an employee by being interested in things he's interested in and get in step with him. Then he opens the doors for us."

Undercover agents receive extensive training in body language and personality recognition. Once an agent can frame up who a person is, it becomes a kind of psychological cat-and-mouse game, particularly with those people who are hard-core thieves.

Hard-core thieves differ from the casual "grazer." Hard-core thieves wake up every morning with the idea that they are going to profit from theft

against their employer. They are constantly on guard for somebody who may be trying to uncover their activity. To gain their confidence without spooking them is the trade of the skilled investigator.

Once the undercover investigation has obtained a complete profile of every individual in the organization and videotaped the illicit activity, a meeting is held with the owner. This usually takes place after 60, 90 or 120 days. At this meeting, thieves who steal food are then classified in two categories: those who take food home and those who steal to sell.

The interrogation

In some cases the investigative team will conduct what is called a "shrinkage review" survey. Surprise is important; all the restaurant employees are summoned together without prior notice. They are then addressed by an investigator (one who is not undercover) who tells them that theft has been going on and that they are being given a chance to cooperate voluntarily. Questionnaires containing every employee's name and a list of questions are then passed out to all employees. Employees are given 12 to 24 hours to anonymously complete the surveys and drop them into a designated locked box.

These surveys have questions like, "Have you ever observed anyone high or intoxicated on the job?" or "Have you ever observed another employee stealing food or merchandise?" Honest respondents can then anonymously report activity that has been bothering them. Answers provided in this candid, comfortable and confidential manner often produce startling profiles that were previously unknown to management.

When all this has been put together, the investigative team goes into an interview and interrogation posture. Those employees found to be good and honest receive a simple interview to see if they will or can provide additional information. Employees identified as having participated in theft receive interrogation with the goal of obtaining a confession.

When presented with the evidence, 85 to 90 percent of the perpetrators will confess verbally to their illicit activities. Offenders are then asked to write and sign a summary of the confession in their own words. If the confession is lengthy, a court reporter can be employed to transcribe dialogue into a typed report. These statements can then be presented to a grand jury for purposes of obtaining an indictment, even though confessions generally contain only 10 to 20 percent of what actually occurred.

Pursuing prosecution

"When you are gathering evidence, what you are doing is putting together packages of felony theft," says Foster, who recommends prosecution in every case of employee stealing. "I would think the last message an owner wants to send is that you can steal here and all that is going to happen to you is that you'll lose your job."

In a typical restaurant-theft case, an employee admits to or is convicted of stealing about $7,300 in either cash or merchandise. If the theft is the employee's first offense, the employee is usually placed on probation. The court may order the offender to make restitution to the employer. Repeat offenders are dealt with more severely and can receive prison terms.

Seeking recovery

As a general statement, a $20,000 loss case with a 90-day undercover operation, followed by surveillance, interrogations and evidence presented to a grand jury can cost a restaurateur $8,000 to $10,000. Investigations are not cheap, but they are effective. They also can help a restaurant owner recover his losses through a "fidelity bond" rider on a general liability insurance policy.

Fidelity bonding is a very inexpen-

Preventing merchandise theft

Spell out from the start what you consider to be theft in your operation. These are the most common types of internal theft that eat away at the bottom line.

1. Grazing. In its most common form, grazing occurs when cooks and servers "snack" on prepared food during the course of their shifts. *Solution:* Establish a firm policy of no eating except on break and provide employees with a designated eating area away from kitchen and customers.

2. Overcooking. Chefs may be tempted to cook too much food if employees are allowed to take unsold food home after closing. *Solution:* Disallow taking food home and insist that unsold cooked food be given to charity or thrown away.

3. "Sweethearting." Servers sometimes take extra food to the tables of friends, family or big tippers without writing it down on the bill. *Solution:* Do periodic checks, especially if a server is overly friendly to a customer or if a customer always asks for a certain server. The best solution is to install a computer system in which every item that leaves the kitchen is in the paper trail.

4. Trash stash. Employees may try to steal food or merchandise by putting it in the trash and throwing it away outside, only to return later to pick it up. This usually occurs just before a shift change or at closing. *Solution:* Institute periodic inspections of trash areas and install closed-circuit cameras at the back door and fence dumpster areas. Allow key access only, restrict parking at the back of the restaurant, and inspect boxes and bags carried out by employees.

5. Delivery theft. Delivery theft can occur any time the restaurant receives inventory, and it can occur in many ways: straight theft of goods, shortages on delivery, improper invoicing, inaccurate counting and receiving, damaged goods, returns and trades. Delivery theft can be perpetrated by the delivery driver, by the restaurant receiver or through a collusion of both. *Solution:* A fully integrated computer system is the best way to quickly locate trouble spots. Receiving reports must never be made by the same person who writes the checks for the goods, without stringent checks and balances. Deliveries must always be verified in total and compared against the shipping papers and invoices.

sive kind of insurance that is offered by most companies as a blanket protection against loss, including theft by employees. The key to recovery on such a policy is the documentation that the investigation company can provide through confessions and evidence in the books. A typical fidelity bond costs about $1,000 a year for $100,000 coverage with a $1,000 deductible.

"Fidelity bonding is dirt-cheap insurance for what it offers the restaurant owner by way of protection," says Foster. He says that Touchstone investigations have recovered more than $2.5 million for clients through fidelity bonding insurance since 1982. An investigative agency usually takes a percentage of the recovered amount in addition to their standard fee.

Internal theft prevention

The best way to deal with employee theft problems is to eliminate, or drastically reduce, the likelihood of thefts through good employee screening programs and through good inventory and accounting controls.

Pre-employment screening gives the owner an opportunity to address problems *before* a person is hired, by stating company policies and procedures about theft, drugs and alcohol. Many companies require new employees to sign a statement attesting to the fact that they have received orientation and that they know what will happen if they breach policy. These forms are kept on hand to support evidence in case of a later incidence of theft.

Preventing opportunities to steal, both in the back office and in the front of an operation, are critical to controlling internal theft losses. Integrated computer systems that record every transaction within a restaurant—from inventory to payroll—are rapidly gaining acceptance as management's best "watchdog."

One of the keys to curbing theft is to define on paper what theft is. Simply tell employees that actions such as grazing and overpouring by bartenders are considered theft in your restaurant.

There is no substitute for constantly reminding employees to follow security procedures. Good security training and orientation includes putting employees on notice that you are aware of the points of security vulnerability in your restaurant and that you will deal with infractions swiftly and surely.

No one likes to have to deal with employee theft, but it's part of restaurant management. By instituting strong antitheft measures, by hiring carefully and by aggressively pursuing those who steal, your restaurant will become known as a place where stealing is not tolerated. Remember that honest employees expect management to take responsibility for control of theft and to set the right example. As one employee said after a successful investigation: "I'm so glad you did this, because I was going to quit." ❑

Banning K. Lary is a writer and producer of documentary training videos on white-collar crime. He lives in Austin, Texas.

Preventing cash theft

Cash losses can be far greater than merchandise losses, especially if perpetrated by supervisors, managers or bookkeepers who control inventory and paperwork. Separation of accounting duties (recording, disbursements and reconciliation) is essential to maintaining a good system of internal controls. Most cash thefts are variations of the following activities.

1. "No Sale." Using this method, the bartender or cashier pockets the cash after being paid for food or beverage service with cash and rings "No Sale" on the cash register. Sometimes the perpetrator will leave the extra cash in the register until the end of a shift and take it out en masse. *Solution:* Use spot checks periodically on all bartenders and cashiers by freezing a cash drawer and doing a quick audit. "No Sale" theft will equal cash in drawer less opening balance plus sales. You can also set the register to require management approval before using the "No Sale" key.

2. Coupon theft. The popular "two-for-one entree" coupons used in advertising promotions can be clipped from newspapers by waiters or waitresses who turn them in after pocketing the cost of an entree when a customer pays in cash. *Solution:* Management should constantly verify coupon use during promotions by having servers report coupon use as it occurs.

3. Rebate-check theft. Sometimes when a supplier sends a rebate or refund check to a restaurant, a dishonest manager may use it to replace cash that is accounted for on a bank deposit, and subsequently the manager takes the cash. *Solution:* Excessive orders, returns and refunds can be a clue that a theft cycle may be in operation. Instruct suppliers to mail rebate checks to a corporate office or other location beyond the reach of managers.

4. Bank-deposit theft. A bank deposit theft may occur in conjunction with a manager's disappearance, whereby an entire deposit may be stolen. Or, a manager may "kite" a deposit, stealing cash from today's receipts and making the deposit one day late, covering the amount with tomorrow's cash receipts. Deposits may also be "shortened," especially when proper sales-recording controls are not in place. *Solutions:* Have a second employee always present to verify that a deposit is correct. Insist on deposits being made daily or twice daily. Schedule your deposit pick-up service to come also on weekends. Instruct the bank to notify you if a deposit is skipped or not made according to your usual schedule.

5. Embezzlement. Embezzlement can occur anytime one person controls one or more accounting functions. A bookkeeper who makes the deposits, pays the bills and reconciles the accounts can victimize a restaurant in many ways: writing checks to himself or herself or to bogus employees; writing checks to dummy vendors; stealing patrons' checks written to "cash"; or paying for personal goods and services out of the company account. The variety of these schemes is endless. *Solutions:* Never allow one person to control all accounting functions. Conduct periodic audits by outside sources. Insist that key employees in bookkeeping and management take regular vacations; embezzlement schemes often require daily maintenance and can be detected when the employee is away.

SIX WAYS TO REDUCE EMPLOYEE TURNOVER

Wouldn't it be nice to go several months without having to offer an orientation session to any new employees? Direct some effort toward employee retention and the dream could come true.

by Bill Stevens

The average tableservice restaurant has about 43 employees, yet ends up replacing a total of 52 people per year because of turnover. If you consider that it costs about $1,050 to train a worker before he or she is up to speed, the result is $54,600 (52 × $1,050) spent each year on training that is the result of turnover. Could you stand to keep $54,600 more this year?

It seems that more attention is being paid today to portion control than to recruiting, hiring, training and inspiring employees. Turnover will never be eliminated, but it can easily be cut in half by paying attention to six key principles.

Key #1: Hire only the best people. Although it sounds obvious, this is an increasingly difficult step as the supply of available talent continues to dwindle.

□ Don't ever hire just "a body" to fill a slot. You can't afford to. They'll hurt you and cost you money.

□ Stop making it easy to get hired. Make it an achievement.

□ Advertise for "nice people." Look for intelligence, personality, a sense of urgency and a history of hard work.

□ Evaluate applicants by imagining them as potential managers. If they don't fit that description, don't hire them.

□ Involve the entire staff in the hiring process.

Key #2: Provide continuous learning opportunities. Research shows a direct correlation between training and retention.

□ Start with Day One. Ask new employees what they want to learn, and teach them every aspect of the business they are willing to take on.

□ Consider providing tuition assistance for employees, their children or grandchildren, based on length of service and hours worked.

□ Take employees to trade conventions.

Key #3: Let employees "own" their jobs. Nobody who rents a car goes to the trouble of washing it. The same notion applies to a job. Let employees act like owners. Tell them the contribution they are expected to make. Then provide resources and let the employee figure out the best way to do the job.

Instead of giving Ernie the dishwasher a long list of duties (scrape the plates into the garbage can, stack plates here, etc.), put him in charge of "making it the shiniest, most sparkling kitchen in the state." Let him decide what detergent to buy. Give him a small budget to buy his own supplies. Let employees solve problems that interest them, within a well-defined area. Expand the area as they show responsibility.

Consider giving each employee a set of business cards the first day on the job.

Key #4: Communicate. Be available. Walk around. Many managers are seen as distant and inaccessible to employees, especially when differences are magnified by cultural gaps. Be visible. Listen to what people are saying.

□ Have lunch with one staff member each week. Ask for his or her ideas. Report back on their ideas.

□ Give employees access to you any time they need it. Drop everything and give them your attention.

□ Regularly wait on tables, bus dishes and assist (not boss) the cooking staff, just to stay in touch with what workers experience every day.

□ Conduct employee focus groups of five to seven people. Ask two questions: (1) What are we doing that you like? (2) What could we do better?

Key #5: Develop a sense of community. Have fun. Successful operations, almost without exception, talk like and act like a family or community. Sometimes community members do fight among themselves. They also resolve differences together, have fun together and pull toward the same objectives.

□ Hold periodic brag sessions with lots of applause and praise.

□ Hold contests between locations or groups to see who can come up with the most ideas for getting new customers.

□ Fund a "fun committee" to schedule parties, ball games and picnics.

□ Find an excuse to celebrate something once a week.

□ Resolve every grievance within 24 hours, if possible.

Key #6: Give recognition and acknowledgment. According to Mary Kay Ash, the successful entrepreneur behind Mary Kay Cosmetics, "There are two things people want more than sex or money: recognition and acknowledgment." Recognition and acknowledgment build loyalty.

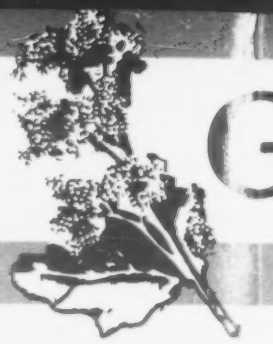
□ Turn a small sum of money over to a "recognition committee." Set performance criteria for behaviors you want to reward and let employees administer the committee.

□ Pass out "Ya Done Good" stickers to anyone you see doing something that helps toward a goal.

Will these tips work? You won't know until you try. If reducing turnover by one worker will add $1,050 in profit, it might be worth a try. ❑

Bill Stevens is a speaker, seminar leader and consultant on employee and customer retention. He is the director of the Center for Value-Added Management in Greenfield, Wisconsin.

I·N·C·A G



The grains quinoa (pronounced *keen*-wa) and amaranth held honored positions for hundreds of years in the Inca empire stretching for 2,500 miles in the Andean highlands of South America. Every year the emperor broke ground with a golden spade to plant the first quinoa (meaning "mother grain") seed of the growing season. The inhabitants of Cuzco, Peru's ancient Inca capital, worshiped entombed quinoa seeds as the source t' at gave birth to their city.

These two Inca grains have rested in relative obscurity for 400 years and are just now coming into health-food stores and restaurants—and North American farmers have begun to grow them. North Americans are rediscovering the "heritage" foods that sustained the Indians.

Sam Arnold, food historian and owner of The Fort restaurant in Morrison, Colorado, says quinoa is "fun to eat because it's like eating balls of caviar." Felipe Rojas-Lombardi, a Peruvian who is executive chef of New York City's The Ballroom (a dinner theater) and also executive chef at Columbia University's College of Physicians and Surgeons, says, "My customers think I give them rare yellow caviar when I offer it as a garnish with fish. Quinoa is not something you have to educate your palate to like. At Columbia University the doctors call it 'the steak of the Andes.' My customers clean their plates. That's the best compliment," he says.

David Schnorr, president of the Southern California-based Quinoa Corporation, calls it "superior to all other grains. Chefs can let their imaginations go with quinoa. You can take five recipes from newspapers every week and add quinoa. People are delighted with the taste and intrigued by something they've never had. I can count on one hand those who instantly didn't like it."

Paul New of the White Mountain Farm in Mosca, Colorado, 7,600 feet high up in the San Luis Valley, grows 450 acres of quinoa. "I think it's one of the more promising foods of the future. I'm encouraged by its taste, and it's inexpensive to grow," says New.

"It's more versatile than any food I've ever worked with, including wheat, oats, barley and beans. Its leaves can be eaten like spinach or raw in salads like lettuce. There's nothing it can't be used in, from Mexican-style to Chinese-style foods."

Agronomist Duane Johnson of Colorado State University calls quinoa "virtually the perfect protein. If you had your choice of one food to survive on, this would be the best."

Quinoa contains more calcium than milk, twice as much protein as rice and three times the phosphorus of bananas. Its grains average 17 percent protein, but can contain up to 23 percent—more than twice the level in common cereal grains.

But the crucial difference is the quality of the protein. Quinoa contains nearly the ideal balance of amino acids, similar to the protein constituents found in milk. In addition, quinoa is a good source of B vitamins, vitamin E and minerals. For example, quinoa has more than three times as much calcium and twice as much phosphorus as wheat. It's a high-fiber food with no cholesterol and can be used as a meat substitute. It is, however, high in oil and fat.

Quinoa shares wild rice's soft, crunchy consistency and its nutty flavor. Because it's low in gluten, people who cannot eat wheat products can enjoy it. It can be substituted for rice in all dishes.

Native South Americans laboriously gather quinoa in remote Andean villages of Peru, Ecuador, Bolivia, Colombia, Chile and Argentina. It remains the staple of millions of Inca descendants. In some areas quinoa almost approaches a monoculture equaling the importance the buffalo once occupied for the Plains Indians of North America.

South Americans prepare quinoa into a cereal, prepare it like rice or make it into flour for bread and biscuits. They eat the leaves like a vegetable or give them to animals. They burn the dried stalks for fuel. And the quinoa saponin residue is used as shampoo. Quinoa is even fermented into a drink called *chicha*.

The Quinoa Corporation imports and sells quinoa grain, flour and pasta. "Our business has doubled every year," says David Schnorr.

Quinoa is now grown commercially in North America and Great Britain. It is easy to cultivate, because it grows where little else does.

Women of the Andean highlands winnow quinoa versatile grain is popping up on U.S. menus.

QUINOA SUPER SALAD

Yield: 7 cups

Ingredients:
5 cups quinoa, cooked
1 cup carrots, chopped
¾ cup parsley, minced
1 cup sunflower seeds
4 cloves garlic, minced
¼ cup olive oil
¼ cup soy sauce
½ cup lemon juice
4 tomatoes
14 black olives

Method:
Cook quinoa, let cool. Add carrots, parsley, sunflower seeds and garlic to quinoa. Mix thoroughly. Combine liquids, pour over quinoa and toss well. Garnish with tomato wedges and olives.

—Courtesy of White Mountain Farm

Nutritional analysis per ½ cup serving: 343 calories, 11 grams protein, 48 grams carbohydrate, 13 grams fat, 323 mg. sodium, 0 mg. cholesterol

·R·A·I·N·S

by Carolyn Hughes Crowley

Quinoa expands three to four times when cooked and requires only about half the cooking time of rice—about 12 minutes. Before cooking, quinoa should be sifted through by hand to pick out bits of twig or other debris. And quinoa should be rinsed well in cold water until the water runs clear to remove the saponin, a toxic substance in the seed coating that forms a soapy solution in water. Farmers don't have to rely on insecticides to protect quinoa, because the bitter-tasting saponin prevents insect and bird predation. Saponin may also be helpful in shielding the grain from intense ultraviolet radiation in high elevations.

The basic quinoa recipe is the same as for rice—two parts water to one part quinoa. During boiling, quinoa swells and turns transparent. The minuscule white bands that circle each grain's midsection separate from the firm seeds, so the cooked product resembles a panful of crescent-moon spirals, glistening like tiny jewels.

Quinoa can be served in salads, soups, chowders and stews, and as breakfast cereals, finger foods and main-dish casseroles. It can be served as a side dish with meats, poultry and fish, and as flour in breads, rolls, crackers, cakes and cookies. Quinoa can be found in natural food stores, at gourmet and specialty stores, and at many supermarkets for $1.50 to $4.50 a pound.

The definitive book about this grain is Rebecca Wood's *Quinoa: The Supergrain*, published by Japan Publications in New York.

Photo courtesy of Quinoa Corporation

as they have for hundreds of years. Now the

Amaranth

Amaranth is perhaps the oldest food crop in the Americas. This seedlike grain dates back almost 8,000 years. Like quinoa, it was a staple of the Incas. They ground the seed and mixed it with honey or human blood to fashion icons which they ate at temple ceremonies or at family gatherings.

In its native habitat today, amaranth is in short supply. Amaranth plantings are small, but astounding, considering that 10 years ago the plant had all but vanished. In the ancient Inca language that people still speak in the Andes, it is called *kiwicha* (pronounced kee-*wee*-cha).

Amaranth is one of the prettiest crops on earth, bearing stunning purple, red and gold leaves, stems and flowers. A field of amaranth looks like it's ablaze.

"It's an exciting, breathtaking crop that people can see for miles," says Gene Sanders, a Dalton, Nebraska, farmer. "That beautiful field of red is just overwhelming."

Amaranth is higher in calcium and phosphorus than any other grain except millet, and amaranth contains about 16 percent protein, making it a protein powerhouse. It also boasts a high proportion of lysine, an essential amino acid rarely found in vegetable matter.

For a snack, Bernard Meehan, chef at Washington DC's Cosmos Club, dumps enough amaranth in a pan to cover the bottom and cooks it with no oil. It pops almost immediately and tastes like a nutty-flavored popcorn, he says. These popped seeds are light and crisp and can be used as a snack, as a cold cereal with milk and honey, and as a breading on chicken or other meat.

Amaranth is half as expensive as quinoa and doesn't need to be washed. It resembles sesame seed and has a nutty taste. It can be used in breakfast cereals or as an ingredient in confections. It can be milled to produce a sweet, light-colored flour suitable for biscuits, breads and cakes.

For making yeast-raised breads or other leavened foods, amaranth must be blended with wheat meal or wheat flour, because it lacks functional gluten. Blends of 80 percent wheat and 20 percent amaranth give normal leavening to breads.

In such blends, the high lysine content of amaranth probably improves the protein quality of foods that normally would be made from flours of other grains such as corn, rice or wheat. ❑

Carolyn Hughes Crowley is a writer in Washington DC.

TOASTED AMARANTH ROLLS

Yield: 12 rolls

Ingredients:
1½ cups lukewarm water
1½ Tbs. vegetable oil
3 Tbs. honey or maple syrup
1½ tspn. salt (optional)
1½ Tbs. active dry yeast
1 cup amaranth flour
2¼ cup whole wheat flour
(Soft butter, honey, cinnamon, chopped nuts, raisins, dried lemon peel, toasted amaranth seeds—optional)

Mix first five ingredients together, then stir in flours. Roll dough onto a lightly floured surface (about ¼ inch thick). If using optional ingredients, spread dough with butter and sprinkle with remaining ingredients, except amaranth seeds. Toast seeds in a dry skillet until lightly browned. Roll up dough and slice 2 inches thick. Place on sides, close together in an oiled pan. Sprinkle with amaranth seeds and bake at 350° for 30 to 40 minutes.

—Courtesy of Arrowhead Flour Mills

Nutritional analysis per roll without optional ingredients: 114 calories, 4 grams protein, 21 grams carbohydrate, 2 grams fat, 4 mg. sodium, 0 mg. cholesterol

AVOID THE PAIN

PREVENTING BACK INJURIES ON THE JOB

Everyone knows someone who has had the agonizing experience of "throwing out a back"—perhaps it's been you or one of your employees. These painful injuries are common among restaurant workers, and the results are lost work days, decreased productivity and doctor bills that may hurt as much as the injury. Keep your operation from being hobbled by spinal troubles by learning the basics of back safety in the restaurant.

by Bill Lauretti, D.C.

"It felt like someone stabbed me in the back with a butcher knife." Cindy's face was contorted with pain the day she walked into my office seeking help for her back. Her eyes were damp with tears, and she spoke slowly through gritted teeth. "I don't understand it. All I did was bend over to pick up a case of wine. Then I heard a pop in my back, and I doubled over from the pain. I haven't been able to straighten up since."

Cindy was young and athletic. She told me how much she enjoyed aerobics when she had time off from her job as assistant manager at a large restaurant. But on that day, she was bent forward like an old woman, and I had to help her walk into the examination room. She explained that there had been a late rush in the cocktail lounge the night before, and she had helped the bartenders restock the wine. When she had bent down to lift a case of wine from the floor, she felt a sudden pain that doubled her over. That's what brought her into my chiropractic office that day, still in agony.

As it turned out, Cindy's back injury wasn't very serious. When she had picked up the case of wine, the sudden bending and twisting had misaligned one of the bones in her lower back. That was the "pop" she heard. That sent the powerful back and buttock muscles into a painful spasm. We began her on a treatment program, and she was back to work in a couple of days. With a little more treatment and her enthusiastic participation in a home exercise program, she was completely free of back pain within two weeks.

The back-pain epidemic

Cindy always thought of herself as strong and healthy—she never thought she could injure her back so painfully from such a minor incident. But what happened to Cindy happens to 400,000 American workers every year, many of whom work in the foodservice industry. According to the National Safety Council, back injuries are by far the most common and most costly on-the-job accidents. Back injuries account for one-fifth of all workers' injuries and one-third of the total amount of all disability compensation paid. The average back-injury claim costs more than $7,500 for medical and indemnity payments. As common and as disabling as back injuries are, the real tragedy is that most of these injuries could be prevented with a little knowledge and some common sense.

Taking care of your back

If you understand a few simple principles about how the back works, you'll be better able to educate and motivate your staff to avoid most back injuries. Here are a few of the most important "back basics":

1. Don't bend forward from the waist. When lifting, stand with your feet spread shoulder-width apart. Put one foot slightly forward for a wide base of support. Keep your head facing forward, keep your back straight and bend with your knees instead of

Back-saving tips for restaurant workers

BENDING

The wrong way

Bending forward from your waist with your knees straight puts hundreds of pounds of pressure on your lower back. Bending this way almost guarantees that you'll hurt your back sooner or later.

The right way

Bend and lift by keeping your back straight and your head up. Bend your knees instead of bending forward from the waist. Use the strong muscles of your legs to lift with, instead of making your back do all the work.

PUSHING

The wrong way

Carelessly moving a heavy load on wheels (like a hot box or a cart) can easily result in a back injury. It's usually safer to push a load than to pull it. Don't pull or jerk a cart quickly, and don't bend over and twist to move a cart out of an awkward space.

The right way

Spread your feet wide apart, with one foot in front of the other and with the forward knee bent. Keep your back straight and get a firm grip on the cart. Use your body weight to slowly lean into the cart, and use your legs to push forward smoothly and slowly. Don't rush or shove.

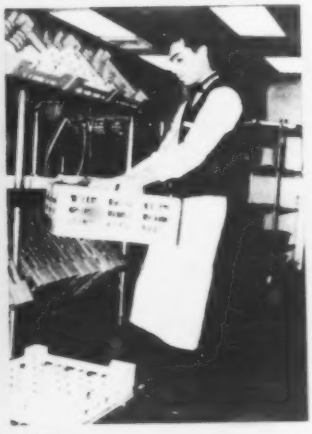
LIFTING

The wrong way

Lifting and carrying trays can be risky, even for experienced servers. Don't overload trays, and make sure the load is well balanced and secure. Don't bend forward from the waist to lift a tray. Don't carry trays over slick floors or loose carpeting.

The right way

Face the tray sideways and squat down low with your feet spread apart to get your shoulder under the tray. Slide it off the jack slowly onto one hand and shoulder. Once the load is secure, use your leg muscles to slowly lift your body and the tray upward, while keeping your back straight.



TWISTING

The wrong way

One of the worst things you can do to your back is twist while you're bending forward, such as when loading a dolly or a hand truck. Twisting puts the maximum amount of stress on your back. If you twist and bend forward, you're putting stress on your back when it is at its weakest. It's a dangerous combination that causes wear and tear that may eventually result in injury.

The right way

Instead of bending and twisting at the same time, think of them as two separate motions. First lift the load, using the techniques discussed above. Then, rather than twisting from the waist, place one foot in front of the other and use the front foot to step in the direction you need to turn. Use the back foot as you pivot. This lets your legs do the work, instead of your back.

from the waist and hips. The idea is to use the strong muscles of your legs when lifting, instead of using the back muscles that are injured so easily. Use these principles every time you lift, whether you're lifting a 50-pound sack of potatoes or just a skillet. Lifting improperly puts excess wear and tear on your back, which can eventually catch up with you and lead to an injury.

2. Don't bend and twist. The combination of bending and twisting is one of the worst things you can do for your back and probably causes more back injuries than any other kind of motion. If you need to move something from in front of you to one side of you (for example, unloading a dish dolly or a hand truck), move your feet instead of twisting from the waist. Place one foot slightly in front of the other and pivot on the back foot while moving your front foot. This allows your whole upper and lower body to move as a unit from side to side, instead of putting all the stress of twisting on your lower back.

3. When lifting and carrying, keep the load close to your body. When you carry something, think about "hugging" the load. Hold it tightly with both arms a little above waist level. Holding a 40-pound case of liquor at arm's length while bending forward puts hundreds of pounds of pressure on the lower back. Holding it close to your body's center of gravity will reduce that pressure greatly and will give you greater control over the load.

4. Avoid sudden motions. Before you bend down to lift something, plan in advance how to minimize the stress on your back. Be sure you have a good grip on the load and stand where you have secure footing. Lift slowly, smoothly and evenly; don't jerk or rush.

5. Keep the workplace safe. Use common sense in the work environment. Make sure tile floors aren't greasy or slippery from water spills or too much wax. Clean up cluttered areas. Make shoes with nonslip rubber soles a part of workers' uniforms whenever possible.

6. Lead a healthy life. Remember, your back is attached to the rest of your body. If you're overweight, out of shape and you eat poorly, your chances of injuring your back are greatly increased. Even smoking increases the risk of a back injury. The best protection against back pain is staying in good physical condition; work on developing strong abdominal muscles and flexible, supple back muscles.

Dealing with a back injury

If you or someone on your crew suffers a back injury, there are some immediate steps you can take to minimize the damage and give some relief. First of all, if there's any possibility of broken bones or spinal cord injury (such as from a bad fall), it's very important to leave the injured worker exactly where he or she is and call an ambulance immediately.

If someone has "thrown out" his or her back from overexertion or careless lifting, the best first aid is an ice pack or a plastic bag filled with ice cubes. Wrap the ice pack with a thin bar towel or a cloth napkin that has been moistened with warm water and put it on the painful area. This will cool the skin gradually, and in about five minutes it will begin to numb the pain. Immediately putting ice on an injured back may reduce damage to the muscles and joints, and helps speed healing. The ice should be applied for 20 minutes out of every hour for the first 24 hours after the injury occurs.

If the pain is severe, if there's weakness or numbness in the legs or feet, or if the pain lasts more than 24 hours, professional help is needed. Choose a health professional who's a specialist in back pain. Some family doctors don't see many cases of back pain and don't have much training or experience in treating it. Your back specialist should understand the physical demands of the restaurant business but should also be dedicated to returning the injured worker to the job as quickly as possible. Recent research has shown that more than a week of bed rest can actually do more harm than good for most back injuries.

When the injured worker returns to the job, be willing and able to honor any job restrictions the doctor has recommended. It may be a few weeks before the worker can lift and carry things again. He or she may need to be assigned to jobs that are less stressful to the back. For example, the injured person may need to serve as a cashier, a host or a performer of light food prep. Avoid assigning the person any jobs that involve lifting or bending. It may take some time for someone who's had a back injury to get up to full speed again, so don't push the person too hard. It doesn't take much to reinjure a back that hasn't healed properly. Remember, a seriously injured back can lead to a lifetime of pain and disability.

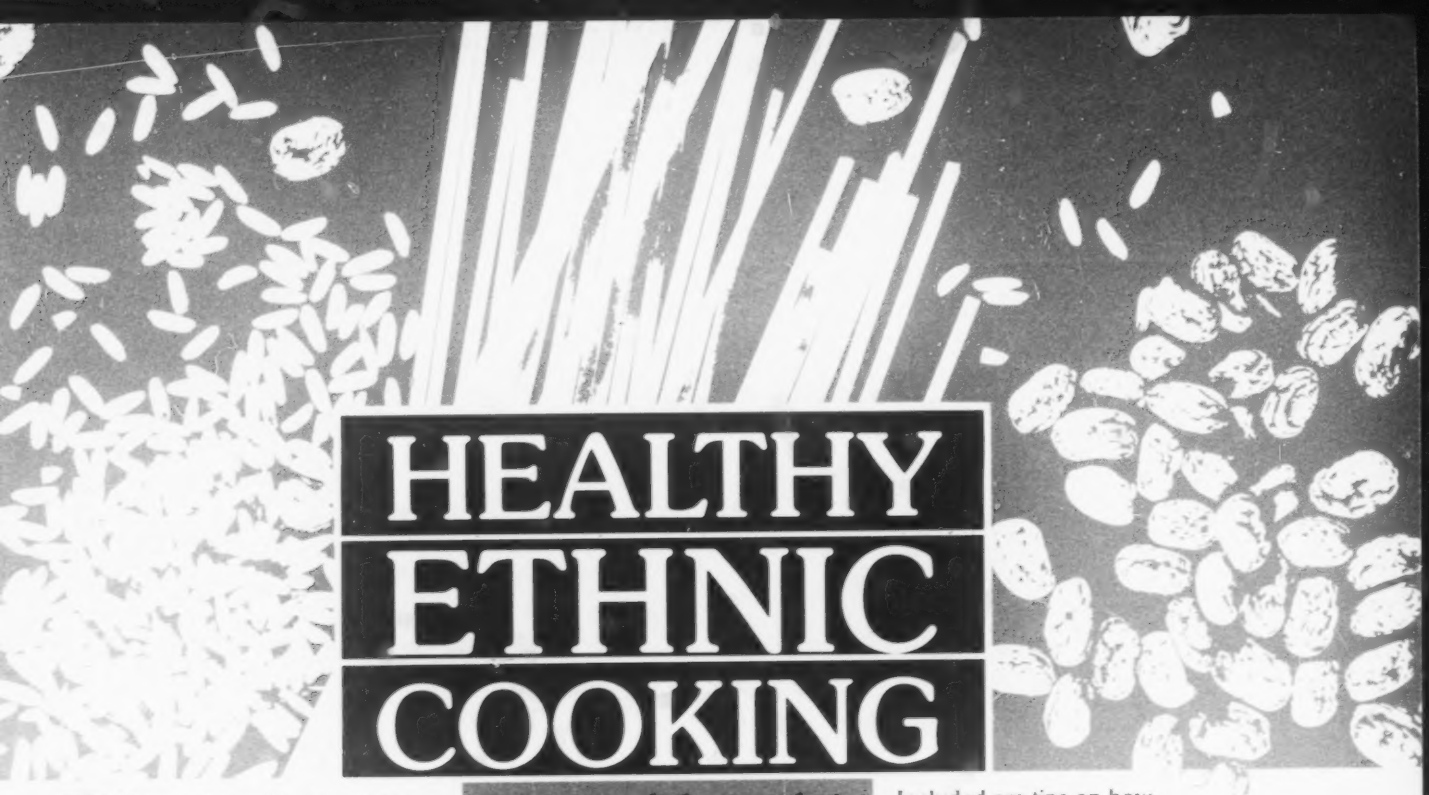
Prevention is the key

Your back is a complex piece of equipment. To work properly, it depends upon the precise alignment of bones, the smooth motion of joints and the powerful actions of muscles. As with expensive restaurant equipment, if you take care of your back, it will reward you with trouble-free service. But unlike your equipment, you won't be able to replace your back at any price if you use your back carelessly and cause permanent damage.

Make back-safety awareness a priority in your restaurant. If you educate your workers to prevent back injuries, you'll soon find that the effort will pay dividends many times over—in fewer costly injuries, increased productivity and a happier, healthier staff. ❑

To remind employees to be careful on the job, you may want to post safety reminders in the kitchen or other work areas. The National Restaurant Association has available for purchase a chart called "Proper Lifting Procedures" that illustrates the safe way to lift. The three-color, 8½-by-11 inch chart is available to members for $3.50 and to nonmembers for $7. Send payment to Publications Department, National Restaurant Association, 1200 Seventeenth Street, NW, Washington DC 20036. Call (800) 424-5156 or (202) 331-5960 for credit-card orders and ask for publication PB541.

Bill Lauretti is a chiropractor specializing in the treatment of neck and back injuries in the Washington DC area. He spent more than 10 years in the restaurant and hospitality business.



HEALTHY ETHNIC COOKING

Returning dishes to their ethnic roots can add both nutrition and authenticity.

by Diane Welland, M.S., R.D.

Chinese stir-fry, Mexican tacos, Italian pasta. Once upon a time these items were found only in ethnic restaurants. Today, ethnic dishes are almost as likely to be found on a typical American menu.

But ethnic foods as we know them are not always considered healthful. Many times, that is because ethnic dishes have undergone changes to accommodate North American palates. To appeal to customers interested in both health and adventurous eating, chefs might consider returning ethnic dishes to their roots.

The health connection

"Most ethnic foods are basically healthy," says Hope Warshaw, a dietitian and the author of *The Restaurant Companion: A Guide to Healthier Eating Out*. "That's because authentic ethnic foods focus less on protein. In the past, meat wasn't as available as it is now, so people just naturally filled up on carbohydrates.

"American society is very protein-oriented," says Warshaw, "and dishes high in protein—especially meat and cheese—tend to be high in fat." Americanized versions of ethnic dishes often emphasize meat, and therefore they tend to be high in fat. Most authentic ethnic foods, on the other hand, emphasize starches and vegetables.

Take, for example, the Americanized version of sweet-and-sour chicken. Chunks of chicken are typically battered, deep-fried and then covered in a heavy, sweet sauce. There are often few or no vegetables. A more authentic meal would use less meat and more vegetables, perhaps stir-frying or sauteing the chicken pieces with plenty of Chinese vegetables and finishing off the dish with a light hoisin sauce. A typical Americanized sweet-and-sour chicken dish can contain more than 45 percent fat, while a more authentic Chinese version can have well below 30 percent fat.

Vegetarian dishes play a larger role in other countries' cuisines than they do here in America. Food staples in other cultures tend to be carbohydrates. For example, most dishes in the top three traditional ethnic cuisines focus on starches: rice, noodles, pasta, beans and corn.

For foodservice operators wishing to add low-fat ethnic dishes to the menu, the steps are simple: Avoid Americanized versions of ethnic dishes and cut the fat by using lower-fat ingredients. Below are descriptions of the three most popular ethnic cuisines and what makes them healthy. Included are tips on how to add authentic and healthful ethnic food to any menu.

Chinese changes

The typical diet of a person in China contains only 15 percent fat, which is less than half the fat in the average U.S. diet (which often includes about 35 percent of calories from fat). Chinese people consume more than 70 percent of their calories from complex carbohydrates, mainly in the form of rice and noodles, and only 10 to 11 percent of their calories are from protein. (Americans eat about 45 percent carbohydrates and 15 to 20 percent protein.) The type of protein consumed is different, too. Protein sources in China are predominantly of plant origin, whereas Americans concentrate on animal protein. These are the facts revealed by an eight-year study conducted by T. Colin Campbell of Cornell University. According to Campbell, differences in total diet help explain why Chinese people have far lower rates of heart disease and cancer than the average American does.

Dietitian Joy Kirkpatrick, co-author of *The Guiltless Gourmet Goes Ethnic*, says Chinese cooking is a boon for nutrition-minded individuals. "Chinese food is basically healthy, if prepared properly," says Kirkpatrick.

With only a few modifications, the restaurateur or chef wishing to appeal to health-conscious customers can

CHICKEN CHOW-CHOW

Yield: 1 serving

Ingredients:
4 ozs. boneless, skinless chicken breast, julienned
1½ ozs. bok choy, julienned
1 oz. water chestnuts, sliced
1½ ozs. bean sprouts, raw
1½ ozs. mushrooms, sliced
1½ ozs. snow peas
1 oz. bamboo shoots
1 oz. diced red pepper
1 Tbs. olive or peanut oil
1 Tbs. sesame seed oil
6 ozs. chicken stock, homemade without salt; or low-sodium canned chicken broth
½ Tbs. cornstarch
1 oz. water
4 ozs. dry buckwheat soba noodles

Method:
Cook noodles in boiling water until tender. Strain and set aside. In separate bowl, combine cornstarch and water to make a slurry. Set aside. Heat wok or saute pan over high heat. Add oils to wok. Add chicken, and stir-fry briefly till cooked through. Then add all the vegetables, quickly stir-frying. Pour chicken stock over chicken-vegetable mixture. Bring to a boil. Then add cornstarch slurry and cook until thickened. Season as desired. Serve over warm noodles with soy sauce on the side.

—Courtesy of Stephen Ford, Executive Chef, Wellshire Inn, Denver

Nutritional analysis per serving: 979 calories, 55 grams protein, 109 grams carbohydrate, 36 grams fat, 163 mg. sodium, 96 mg. cholesterol

turn high-fat, Americanized versions of Chinese meals into lower-fat, authentic items. Here's how:

Stir-fry or steam foods. "Stir-frying and steaming, rather than frying, are great ways to make healthful Chinese food," says Kirkpatrick. Broiling is another. Steaming rice or dumplings rather than frying is a good way to lighten up an Oriental meal while adding bulk. Low in fat and calories, steamed Chinese vegetables are a colorful addition to any plate.

For executive chef Stephen Ford of the Wellshire Inn in Denver, Chinese-influenced cooking definitely has a healthy edge and takes little work to prepare. "Asian-style cooking is easy, because the food is basically healthy already. All you do is throw it in a wok and add lots of vegetables."

Reduce salty ingredients. Chi-

nese food is known for its high sodium content. However, with a little effort this can be substantially reduced. Commercial low-sodium or light soy sauces and chicken broths are readily available. The trick is not to use too much sauce. Lightly flavoring with a dash or two of soy sauce right before serving is usually all that is needed for a dish to be complete.

Another option is to increase the amount of Chinese spices used. Garlic, ginger and hot spices like chilies add flavor and can easily take the place of more salty ingredients.

Focus on rice and noodles. "Wonton skins and noodles are excellent sources of complex carbohydrates, as long as they are not deep-fried," says Kirkpatrick. Lo mein dishes and wonton soup are good examples of these kinds of meals. They usually have little meat and plenty of noodles and vegetables.

Stephen Ford's chicken and vegetable chow-chows combine all three guidelines. These chow-chows are among the most popular dishes with the Wellshire Inn's clientele.

For the chicken chow-chow, a mixture of chicken and Chinese vegetables is stir-fried in a wok and served over a bountiful portion of Chinese noodles. "Because we use lots of vegetables and noodles, we don't need much meat," says Ford. "We use only four ounces of chicken, but our portions are still large."

Ford also serves the soy sauce judiciously—none is added during cooking. "We serve light soy sauce as an accompaniment at the table. This way the customer can add it to taste," notes Ford. For those who are particularly concerned about health, steamed rice or soba noodles may be substituted for the Chinese egg noodles.

Chinese people in China typically eat rice or noodles and vegetables three times a day—that is, at every meal. While the U.S. public may not be ready for such drastic dietary changes, many customers are ready to experiment with more diverse, more authentic and more nutritious ethnic foods. "Americans are broadening their tastes and have become more accepting," says Orlan Jennings, director of research and development for Shoney's restaurants based in Nashville, Tennessee. Shoney's has added some ethnic items to its basic American menu in direct response to consumer demand. "Our Chinese stir-frys in particular have been very successful," says Jennings.

GUILTLESS REFRIED BEANS

Yield: 6 servings

Ingredients:
2 cups cooked pinto beans, including bean juice
½ tspn. chili powder

Method:
Cook beans with water or broth, onion, celery and garlic. Do not strain.

Spray a heavy skillet with nonstick spray and heat. Add beans and bean juice, mashing and stirring beans until desired consistency. Add chili powder. Stir to mix.

Nutritional analysis per serving: 80 calories, 5 grams protein, 15 grams carbohydrate, trace amount of fat, 7 mg. sodium, 0 mg. cholesterol

GUILTLESS REFRIED BEAN BURRITOS

Yield: 4 burritos

Ingredients:
4 flour tortillas
1⅓ cups Guiltless Refried Beans
or
⅔ cups beans plus 4 ozs. cooked sirloin steak, trimmed, or skinless chicken breast, shredded
Salsa

Method:
Heat beans or meat until hot. Heat tortillas one at a time on griddle or top of stove (gas range). They can also be steamed. Place ¼ of hot beans or meat mixture onto tortilla. Add salsa, fold and roll into burrito shape.

—From The Guiltless Gourmet Goes Ethnic *by Judy Gilliard and Joy Kirkpatrick*

Nutritional analysis per serving: 152 calories, 8 grams protein, 29 grams carbohydrate, 1 gram fat, 24 mg. sodium, 0 mg. cholesterol

Italian ideas

Italian food is a mainstay in the American diet, but authentic Italian food is just beginning to show up in some establishments. Rich in beans and grains, traditional Mediterranean cooking consists of about 55 to 60

percent complex carbohydrates. Pasta, polenta, garbanzo beans and cannellini beans have long been staples in the Italian kitchen. And although their levels of fat intake are similar, people in the Mediterranean have been found to have lower cholesterol levels than people in the United States.

According to Warshaw's book, *The Restaurant Companion*, Italians eat pasta with almost every meal, and salad is an important component of the meal. As the second course, the meat dish follows the pasta and is only a small part of the total meal.

When it comes to fat, however, olive oil is the primary culprit in Italian cooking. "Basically, olive oil is better than butter, but that doesn't mean it is always healthy," says Warshaw. "Pesto sauce is better than fettucine Alfredo, but it [pesto sauce] is still high in fat."

Pasta itself has little if any fat. The biggest problem is what is put on the pasta. Sauces in general tend to be high in fat. How do you take the fat out without sacrificing flavor?

Offer meatless pasta sauces. Simple marinara sauces are the easiest and the most well known types of sauce to prepare, but restaurateurs wanting to offer more exciting meatless sauces need only experiment with different low-fat ingredients. For example, the Wellshire Inn in Denver serves flavored marinara sauces using herbs and spices. One tomato-based sauce uses ancho chilies, capers, olive oil, lemon juice, basil and garlic. Vegetable sauces and wine sauces, such as mushroom or marsala sauce, are another alternative. In general, fish sauces like red and white clam sauce or putanesca are also good additions on a low-fat menu.

Reduce amounts of butter and cream. Cream sauces are a popular item in the American-Italian repertoire. There are two ways to lighten up these sinful sauces: Decrease the amount of butter and cream used, and substitute low-fat ingredients such as low-fat skim milk and margarine for the butter and cream.

Take, for example, the American-Italian version of fettucine Alfredo made with eggs, butter, cream and parmesan cheese. One portion of this rich meal can contain up to 27 grams of fat, with 56 percent of calories from fat.* By modifying the cream sauce to include skim milk, flour and a small amount of margarine; by reducing the amount of parmesan cheese; and by adding some vegetables such as broccoli and mushrooms for extra fiber and color, this meal's fat content can be cut in half.

Frank Cunetto, president of the family-owned Cunetto House of Pasta restaurant in St. Louis, offers six different low-sodium, low-cholesterol pastas to his customers. "The healthy items are mainly pasta with vegetables," says Cunetto. "Instead of cream and butter, we use no-cholesterol margarine and olive oil. We also season with spices, because we don't add any salt or cheese."

Use low-fat cheeses. Low-fat mozzarella and part-skim ricotta cheese are two commonly used cheeses that at times cannot be distinguished from their high-fat counterparts. Pizza, parmigiana and lasagna are particularly good candidates for low-fat cheeses. Shoney's Italian lasagna is a light side entree made with cottage cheese and part-skim mozzarella cheese. With only 10 grams of fat, this lasagna gets only about 30 percent of its calories from fat.

But for some operators, whole-milk cheeses may still be the preferred choice. Stephen Ford is one chef who would use smaller amounts of whole-milk cheese rather than opt for larger quantities of low-fat cheese. Using sharp, intensely flavored cheeses is another way to cut back. Parmesan or Romano cheese sprinkled over a dish at the last moment lends a finishing touch to the meal in addition to adding flavor.

Avoid using fatty meats. Meat sauces, although higher in fat than marinara sauces, do not have to be off limits when offering nutritious alternatives. Most of the fat in a tomato-based meat sauce comes from the high-fat ground beef frequently added to the sauce.

To lower the fat content, choose leaner meats such as 90 percent lean ground beef or ground round. More adventurous foodservice operators may substitute ground turkey, ground chicken or a mixture of both in lieu of beef. In all cases, the amount of meat included in a dish makes a difference. One or two ounces of meat per serving is usually all that is needed for flavoring a meat sauce. If using meat in an entree such as cannelloni, double the amount to about three or four ounces.

Mexican modifications

Contrary to popular belief, authentic Mexican food is low in fat and calories. That's because the traditional Mexican diet primarily consists of dried beans supplemented with meat, fish, poultry and eggs. Corn products (particularly tortillas) and rice are the main staples, and chilies are served at

SPAGHETTI WITH BROCCOLI, PINE NUTS AND PARMESAN

Yield: 4 to 6 servings

Ingredients:
1 large bunch broccoli (about 2 lbs), broken into florets
2 Tbs. olive oil
2 large garlic cloves, minced or pressed
1 Tbs. pine nuts
¾ lb. whole wheat spaghetti
3 Tbs. chopped fresh parsley
¼ cup Parmesan cheese, freshly grated
Salt and freshly ground pepper or red pepper flakes

Method:
Steam broccoli for 5 to 10 minutes, until crisp-tender. Refresh under cold water and set aside. Bring a large pot of water to a boil.

Meanwhile, heat 1 Tbs. of the olive oil in a wide heavy-bottomed skillet over low heat and gently saute the garlic and pine nuts until the garlic is golden. Add the broccoli and stir together over low heat until the broccoli is heated through. Set aside. Season to taste with salt and freshly ground pepper if desired.

When the water comes to a boil, add the remaining oil and the spaghetti. Cook the pasta al dente, drain and toss at once with the broccoli mixture, the parsley and the Parmesan cheese. Serve at once on warm plates.

—*From* Mediterranean Light *by Martha Rose Shulman*

Nutritional analysis per serving: 377 calories, 18 grams protein, 62 grams carbohydrate, 9 grams fat, 143 mg. sodium, 5 mg. cholesterol

almost every meal. Milk products are not as common, either.

Americanized Mexican food, on the other hand, is laden with cheese and lard. Refried beans, deep-fried tortillas and nachos covered in cheese are standard Mexican-American fare that is drenched in fat. For example, one cheese enchilada can exceed 60 percent fat and one chicken tamale may exceed 70 percent fat.* Even a "Mexican salad," although composed of basically healthful ingredients, is frequently topped with sour cream or guacamole and served in a large fried tortilla shell.

The key to offering nutritious Mexican food is to keep it simple. "Traditional Mexican cuisine is really light and fresh," says Horatio Lonsdale-Hands. He and partner Espartaco Borga are the proprietors of ZuZu, a health-oriented self-service restaurant serving handmade Mexican food in Dallas. The two decided to open the restaurant in 1989 after tiring of heavy, fat-laden Mexican-American food. The concept was such a success that today there are six units throughout the city.

"ZuZu uses lots of fresh Mexican herbs and chilies, and all our poultry dishes are marinated in a citrus-and-herb mixture and then grilled," says Lonsdale-Hands.

ZuZu's success proves that it is possible to create lighter and more authentic Mexican food without too much effort. Here are some tips on lightening up Mexican entrees:

Grill or bake items whenever possible. Flour or corn tortillas are frequently deep-fried. Try serving grilled or baked tortillas instead. "Steamed tortillas are easy for foodservice operators, sometimes easier than frying. All you need to do is roll and serve," says Joy Kirkpatrick.

Grilled meats are another alternative and a specialty at ZuZu. "Our grilled chicken is a big hit and is really very simple to make," says Lonsdale-Hands. The chicken is marinated overnight in lime juice, cilantro, rosemary, garlic, roasted chilies, achiote and olive oil, and then grilled for 45 minutes.

Offer black beans and rice instead of refried beans. Beans are naturally high in complex carbohydrates and fiber. But refried beans are frequently prepared with lard, making them fairly high in fat. Plain pinto or black beans with Mexican rice are a healthier choice and are customarily served as an accompaniment to many Mexican dishes.

It is also possible to cook dried beans and then refry them with only a little fat. In the cookbook *The Guiltless Gourmet Goes Ethnic*, co-author Kirkpatrick's recipe for refried beans uses no fat at all. Cooked pinto beans, bean juice and chili powder are simply mashed in a heavy skillet sprayed with a nonstick vegetable oil.

Serve high-fat items on the side. Offering guacamole and sour cream on the side lets your customers decide how much to include in their meals. Be careful with cheese, too. Cheeses like Monterey Jack are very high in fat. Although not usually offered on the side, it is possible to limit the quantity of cheese placed on an entree.

The proprietors of ZuZu use anejo cheese, a low-fat Mexican cheese, on all their meals. According to Lonsdale-Hands, anejo is similar to Monterey Jack but not as heavy.

Load up on fat-free items. Tomatoes, lettuce, onions and salsa are great plate fillers and contain no fat. Pay attention to presentation. At times, these foods seem thrown on the plate at the last minute. A full plate, neatly presented, will boost the visual joy of a Mexican meal.

Incorporate just a few of these ideas into your ethnic-food cooking, and you'll be on the way to nutritious authenticity. ❑

Diane Welland is manager/staff nutritionist at the National Restaurant Association.

*These values were obtained from *The International Cuisines Calorie Counter* by Densie Webb, M. Evans & Company, New York, 1990.

Book Corner

Learning to serve it up healthy

Ever wonder what the customer concerned about nutrition is really looking for when dining out?

According to Hope Warshaw, it depends on the type of restaurant. Warshaw is a dietitian and the author of *The Restaurant Companion: A Guide to Healthier Eating Out*, a book designed to teach the average consumer how to eat healthy when dining out.

Although written for health-conscious customers, the book can provide insight to foodservice operators who want to cater to this clientele—especially if the restaurant specializes in one type of cuisine.

Want to add something healthful and Chinese to the menu? Try offering shrimp with broccoli or chicken with vegetables, rather than sweet-and-sour chicken or crispy beef. Specializing in seafood? Make sure to include some blackened or barbecued dishes. Warshaw gives tips like these as she walks the reader through ethnic and not-so-ethnic menus found in American restaurants.

Each chapter explores the history and origin of a certain style of eating and gives practical advice on how to manage the menu. Particularly helpful for foodservice operators is a list of "red flag" and "green flag" words used on menus and a sample of a typical menu for each cuisine, with nutritionally preferred items noted.

The Restaurant Companion: A Guide to Healthier Eating Out is published by Surrey Books in Chicago and is available for $11.95 in paperback.

SHOULD YOU ADD THE 401(k) TO YOUR BENEFITS MENU?

A FINANCIAL ADVISER EXPLAINS WHY THIS EMPLOYEE BENEFIT IS SO POPULAR

by Christine H. Negley

In the never-ending quest to keep and attract employees, owners of foodservice businesses must constantly stay abreast of the latest in employee benefits. For an operation of any size, one of the best employee benefits an operator can provide is a vehicle for saving money—that's what a 401(k) plan does.

Perhaps your company already offers a 401(k) plan, and as an employee you've always wondered about it. Should you participate? A financial adviser explains how you might benefit.

Despite being named somewhat unceremoniously after a section of the Internal Revenue Code, the 401(k) plan has become an enormously popular and valuable employee benefit.

Why is the 401(k) such a juicy benefit? It allows employees to defer taxes on part of their salaries, usually until retirement, when the tax bite may be less. Currently, about 90 percent of Fortune 1000 companies sponsor 401(k)s or similar tax-deferred plans. In many cases, such a plan is offered in addition to a regular pension plan. Now many smaller companies are adopting the 401(k) as their main retirement program.

Employers find 401(k)s attractive because they can be an effective way to attract and keep talent while encouraging employees to increase personal investment in the benefits program. Some companies also use 401(k)s to encourage employees to invest in the company itself—to become a "part owner." Because the 401(k) is such a popular benefit, it can promote the image among employees that an employer is generous and caring. That can lead to increased worker morale and loyalty.

One of the advantages of a 401(k) plan from an employer's point of view is that the employee bears all the investment risk.

Nuts and bolts

Here's how a 401(k) works and how to get the most out of it—as either an employer or employee.

A 401(k) retirement plan allows you to defer paying taxes on a part of your salary, up to a limit of $8,475 in [illegible]. Taxes are not paid until the money is withdrawn, usually at retirement. Companies often limit contributions to about 7 percent of salary, but the Internal Revenue Code allows for the lesser of 15 percent or $8,475. In addition to the tax-deferred contributions, some plans allow employees to contribute after-tax dollars, on which only earnings are tax-deferred.

One of the most attractive features for employees is that the company may "match" contributions that an employee makes to the 401(k). It is not unusual for a company to match 50 cents for every dollar put in by an employee. This matching feature often generates increased participation in the plan by employees.

It sounds like an IRA . . .

How does a 401(k) differ from an Individual Retirement Account (IRA)? Both vehicles build tax-deferred nest eggs for retirement, but an IRA is not company-sponsored. Anyone can set up an IRA account and decide what investments to fund the account with.

In a business such as a restaurant, a 401(k) plan encourages employees to become involved—sometimes for the first time—in personal financial planning.

With a company-sponsored 401(k), the participant chooses from among the investment options the company selects.

At $2,000 per year, the IRA maximum tax-deferred contribution is much lower. Also, many people do not qualify for any tax deduction on their IRA contributions, and there is of course no employer-matching contribution with an IRA.

If a person can afford both, there is no reason to have to choose between an IRA and a 401(k); you can participate in both.

Where to invest

The 401(k) is not an investment itself; it is merely a vehicle for saving and investing. The employer decides which investment options to make available, and the employee chooses from among them. A typical 401(k) offers three or four of the following choices for investing:

- the employer's stock
- a stock mutual fund
- a balanced fund combining stocks and bonds
- a money-market fund, and
- a Guaranteed Investment Contract (GIC).

Stock index funds that shadow the movements of the overall stock market have gained popularity in recent years as an addition to existing 401(k) plans. Employers deciding what options to offer to participants should consider that perhaps 70 percent of the employees' dollars will be placed in relatively safe investments, such as a money-market fund or GIC. Employees tend to value safety when it comes to their retirement money. Many financial planners argue that investing in these safer investment instruments isn't worth giving up the potential price gains in stocks and bonds. Over long periods of time, stocks, for example, have tended to outperform fixed-rate investments such as GICs and certificates of deposit.

How much risk an individual should take with a 401(k) is always a tough question. It depends on the person's circumstances and length of time to retirement. A key point to remember is to diversify; a common mistake is not understanding that 401(k) decisions need to be made in concert with other investments.

Most employers sponsoring a 401(k) plan provide some background material on the investments. However, most employers do not (and should not) provide financial advice because of concerns about being held liable for the performance of investments.

Can the employee switch investments?

Most plans allow the participant to shift the investment mix of his or her contributions at least twice a year, usually in increments of 10 percent to 25 percent. This ability to switch among investments gives participants more flexibility and control. Employers should realize that the cost of administrating a plan increases with additional investment choices and switching.

Employees should check the written performance reports that 401(k) plans usually generate. Employees can check the newspaper for the performance of plans that use mutual funds as the investment instrument.

An employer who offers a 401(k) plan will have to contract with a provider to administer the program and carry out the investing. Employers should have regular consultations with their 401(k) provider in order to update performance. Communication is of the essence.

Getting your money out

Distributions from a 401(k) plan may be made without a tax penalty after age 59½, upon retirement or in the event of permanent disability. By age 70½, distributions must begin. Employees can take a lump-sum distribution, but many plans also provide for the purchase of an annuity or installment payments. These withdrawals are subject to regular income tax.

If the employee leaves for another job, the 401(k) balance can be transferred if the new employer accepts rollovers. The balance can also be moved to an IRA, or left with the old employer until the employee is ready to collect. Employers may want to provide exit counseling to employees who are leaving for another company or retiring. This is a good idea, because the 401(k) distribution is frequently the largest amount of money the employee has ever received. Sad to say, many people spend the money instead of rolling it into another plan.

Employees also have access to their money at all times either through withdrawals, which are taxed, or by taking out loans, which are not taxed. The IRS recently tightened guidelines that allow previously untaxed contributions to be withdrawn in certain "hardship" cases, such as medical expenses, college tuition or a mortgage for a home. Employees must prove that they have used up other financial resources before applying.

The bottom line

As a result of their popularity, 401(k)s now hold more than $100 billion in assets, although such plans have only been available for about a decade. Active accounts in 1989 held an average of $26,000, according to government figures. For many employees, this represents their largest "nest egg" and will create income in the future that may amount to far more than Social Security and other pension plans.

Yes, 401(k)s really do deliver. In a business such as a restaurant, a 401(k) plan encourages employees to become involved—sometimes for the first time—in personal financial planning. They also allow a small-business owner a chance to attract and retain good employees while avoiding much of the cost and liability found in traditional retirement plans. It could be a welcome addition to an operator's menu of benefits. ❑

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#119

A culinary sojourn

I suspect that few people ever have stopped to think of the role food has played in the naming of counties, cities and towns throughout the United States. A little while ago I was doing some map work, and it occurred to me that I could assemble a culinary itinerary based on the names and locations of real cities and counties in the nation. Come on along!

If we just wanted a lot to eat, we could probably do well in Harvest, Alabama; Cornucopia, Oregon; Feasterville, Pennsylvania; and Banquete, Texas.

If we wanted to start with a fruit appetizer, we could likely find a lot in Fruitland, Idaho; Fruitport, Michigan; and Fruitville, Florida. More specifically, I bet we could get dates in Dateland, Arizona; pears in Pearland, Texas; oranges in Orange, California (and also in New Jersey); peaches in Peach County, Georgia; cherries in Cherry Hill, New Jersey; cranberries in Cranberry, North Carolina; apples in Applegate, Oregon (or Appleton, Wisconsin); strawberries in Strawberry, Arkansas; lemons in Lemon Grove, California; and grapes in Grapevine, Texas.

Turning to meat and poultry, we most likely could find bacon in Bacon County, Georgia; lamb in Lamb County, Texas; and hamburger in several places including Hamburg, New York (along with Iowa, Arkansas, New Jersey, Oklahoma and Pennsylvania). They probably offer squab in Pigeon, Michigan; and turkey in both Turkey, Texas, and Turkey Creek, Louisiana. The hot dogs are terrific in Weiner, Arkansas; Franktown, Colorado; and Frankfort, Kentucky. I think I know what kind of steak we'd get in Salisbury, Maryland, and in sister cities in Massachusetts and Missouri.

If we wanted some game, we'd probably find buffalo in Buffalo, Wyoming (and New York and West Virginia as well); elk in Elk Point, South Dakota (and Elk County, Pennsylvania); and venison in White Deer, Pennsylvania. I'm not sure what we'd get if we ordered something in Hungry Horse, Montana.

If seafood is more to our liking, we'd find it in Pike County, Mississippi; Haddock, Georgia; in both Pollock and Bonita, Louisiana; Trout Run, Pennsylvania; Whitefish, Montana; White Salmon, Washington; and Crab Orchard, Tennessee (and also in West Virginia).

If we wanted to go light, we could have a sandwich in Sandwich, Illinois, or in Sandwich, Massachusetts.

Let's not overlook vegetables. We'd probably get good beans in Lima, Ohio, and in Lima, New York; tomatoes in Tomato, Arkansas; olives from Olive, California; corn from Maize, Kansas, and Cornstalk, West Virginia; rice from Riceville, Iowa (and Riceville, Tennessee; Rice County, Minnesota; and Rice Lake, Wisconsin).

We'd better order the right kind of salad in Cobb County, Georgia.

As for other dishes, we could probably get a variety of eggs in Egg Harbor, New Jersey, but we'd only get them one way in Benedict, Nebraska. We'd get hominy in Hominy, Oklahoma, and Hominy Falls, West Virginia. The honey is good in Honeyville, Utah, and they have great ribs in Rib Lake, Wisconsin. They may have only one kind of potato in Fries, Virginia, and one kind of pickle in Dill City, Oklahoma. There's good chili in Chili, New York, and turtle soup in Turtle Creek, Pennsylvania.

For beverages we could have mineral water from Mineral County, Nevada (and Montana); clear water from Eau Claire, Wisconsin; and cold water from Coldwater, Michigan. We could get coffee in Coffeeville, Alabama; cocoa in Cocoa, Florida; or a cola in Coke County, Texas. We could get a Manhattan in New York (also in Kansas). For wine, there's Galliano in Louisiana, and a brandy in Brandy Station, Virginia.

If we were still hungry, we could get a caramel in Carmel, California, and another in Carmel, New York. We could get a candy bar in Hershey, Pennsylvania, and in Hershey, Nebraska, and still more candy in Mounds, Illinois, and Mars Hill, Indiana.

For tableware, there's Fork, South Carolina, and China, Texas. After a trip like that, we'd probably wind up living in Chunky, Mississippi, or Stoutsville, Missouri.

Fisher's Law #119: When you travel, take the time to enjoy the food.

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To order, call the Publications Department at the National Restaurant Association (800) 424-5156

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Fast food and moderately priced restaurants: consumers are more satisfied

A newly released association publication reveals that adult consumers are more satisfied with fast food restaurants and moderately priced, family-type tableservice restaurants** than they were five years ago. Also, one-half of consumers said they patronized a fast food restaurant once a week or more. More than four in 10 consumers frequented a moderately priced tableservice restaurant once a week or more.*

Convenience is critical to most consumers when they choose a fast food place, according to *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, a study based on a 1991 National Restaurant Association Gallup survey. In addition, survey results indicate that the industry is satisfying more consumers' convenience needs. In 1991, 65 percent of consumers reported they chose a fast food place rather than another type of restaurant when they were in a hurry, were busy, were concerned about the time factor or were looking for something that was more convenient.

In terms of convenience, 79 percent of adults reported in 1991 that they were satisfied with the convenience of not having to prepare the meal—a significant increase from the 71 percent who reported satisfaction with this aspect of convenience in 1986. Perhaps some of this increase is reflected in the proliferation of drive-thru and home delivery in recent years.

Satisfaction with another aspect of convenience—location—posted a significant gain as well. Apparently, more consumers are satisfied that fast food locations are convenient; more than three-fourths (77 percent) of consumers were satisfied with this aspect in 1991, compared with 71 percent in 1986. This suggests that the industry's expansion into locations in shopping malls, on highways and in office buildings (as well as their usual suburban and city sites) are meeting more consumers' needs for convenience.

Customers showed a relatively high degree of satisfaction with speed of service at fast food places and with their hours of operation. In 1991, 63 percent of consumers were satisfied

Reasons for visits to moderately priced tableservice restaurants, 1986 versus 1991

One-quarter of adult consumers chose a moderately priced, family-type tableservice restaurant because of convenience or a time factor

	Percent of adults reporting the reason	
Reason for visit	**1986**	**1991**
Night out/weekend evening	11%	15%
Less expensive	12	14
Convenient	6	13
In a hurry/busy/time factor	5	12
Family outing	14	10
Special occasions	11	9
With friends/guests	7	8
Better food/quality food	9	7

Source: National Restaurant Association, *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, 1991

Reasons for fast food visits, 1986 versus 1991

Convenience jumped in popularity as a reason for visiting a fast food restaurant

	Percent of adults reporting the reason	
Reason for visit	**1986**	**1991**
In a hurry/busy/time factor	52%	48%
More convenient	11	17
Shopping/travelling	12	14
Take children/grandchildren out	8	10
Lunch	N/A	9
Less expensive	8	9
Don't feel like cooking	8	6

N/A = Not available

Source: National Restaurant Association, *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, 1991

**A fast food restaurant is one at which food is ordered at a counter and there is no table service.*

***A moderately priced, family-type tableservice restaurant is one that provides waiter/waitress service and the average check size per person usually doesn't go much above $8.*

Satisfaction with aspects of fast food and moderately priced tableservice restaurants, 1986 versus 1991

Satisfaction among consumers grew significantly with regard to menu variety, convenience, cleanliness and atmosphere at both types of restaurants

	Fast food		Moderately priced tableservice restaurants	
	1986	1991	1986	1991
Cleanliness	53%	59%*	71%	76%*
Food quality	38	42	67	67
Variety offered	37	50*	66	72*
Speed of service	62	63	54	62*
Atmosphere	32	43*	58	67*
Location convenient	71	77*	66	69
Price paid for value received	46	48	64	64
Convenience of not having to prepare	71	79*	78	83*
Attitude of servers	52	54	67	72*
Food consistency from visit to visit	N/A	59	N/A	69
Hours of operation	N/A	78	N/A	75

Note: *The percent represents proportion of respondents answering 4 or 5 on a 5-point scale on which 1=very dissatisfied and 5=very satisfied.*

**significant change*

N/A = Not available

Source: National Restaurant Association, *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, 1991

with the speed of service, and 78 percent were satisfied with the hours of operation.

Survey results also indicate that more consumers are satisfied with fast food restaurants' surroundings than they were five years ago. A comparison of the association's Gallup surveys reveals that 59 percent of consumers were satisfied with cleanliness in 1991—significantly more than the 53 percent who were satisfied in 1986.

Upgraded decor and more dining areas are apparently having a positive impact as well. There was a significant increase in the proportion of adults reporting they were satisfied with the atmosphere at fast food places—43 percent in 1991, versus 32 percent in 1986.

Among other changes that have occurred at fast food restaurants in recent years is a major gain in customer satisfaction with the variety of food and beverages offered—50 percent in 1991, up significantly from 37 percent in 1986. This may be the result of efforts made by fast food companies to introduce new products such as salads and special sandwiches to broaden their menu appeal. Moreover, satisfaction with speed of service has not slipped, despite concerns voiced by those who feared that increased variety would slow service to an unsatisfactory level.

In the 1991 survey, significantly more consumers were satisfied with five critical aspects of fast food restaurants, compared with 1986, suggesting that their overall experiences at these establishments have improved. Moreover, the proportion of consumers who were satisfied with the price paid for value received remained unchanged. Perhaps this suggests that the recent switch in emphasis from price-off offers to other types of promotions to maintain menu-price integrity is effective.

A better dining experience

More consumers were satisifed with their experience at moderately priced tableservice restaurants in 1991 than were five years ago. Although 25 percent of adults mentioned the time and convenience factors as reasons for selecting a moderately priced tableservice restaurant instead of another establishment, no single reason stood out the way it does for fast food. Instead, there were a variety of reasons: a night out, a family outing, an opportunity to be with friends and a special occasion were mentioned by a similar number of adults.

Nevertheless, in 1991, 83 percent of adult consumers reported they were satisfied with the convenience of not having to prepare the meal themselves– a significant increase from 78 percent in 1986. Whatever the reason, moderately priced tableservice restaurants are an appealing alternative to eating at home for an overwhelming majority of consumers. Other aspects of moderately priced tableservice restaurants for which there was a significant increase in consumer satisfaction between 1986 and 1991 included cleanliness, atmosphere, variety of food and beverages offered, attitude of servers, and speed of service.

There were significant gains in the proportion of adults who were satisfied with atmosphere and cleanliness at moderately priced, family-type tableservice establishments. Again, this shows that improvements made in decor and maintenance are satisfying consumers' desire for pleasant, attractive surroundings. In 1991, three-fourths (76 percent) of consumers said they were satisfied with cleanliness—up significantly from 71 percent in 1986. Satisfaction with atmosphere showed a significant increase, from 58 percent in 1986 to 67 percent in 1991. Also posting a significant increase was satisfaction with speed of service—from 54 percent in 1986 to 62 percent in 1991.

In terms of variety offered, the changes moderately priced restaurants have made (in many cases by adding food bars, salad bars, ethnic foods and healthful items) are appealing to more consumers than before. Furthermore, consumers are more likely to be satisfied with server attitude, suggesting that improved server-training programs are having an impact.

Taken together, these results indicate that more consumers are having a

better overall experience when dining at a moderately priced tableservice restaurant. Nearly two-thirds of adults reported satisfaction with value received for the price.

Fast food restaurants most visited

Both fast food restaurants and moderately priced tableservice restaurants are popular with consumers. However, fast food restaurants are visited more frequently. According to *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, more than one-fourth (26 percent) of consumers said they visited fast food restaurants more than once a week, and another one-fourth did so about once a week. Only 4 percent of adults said they never eat at fast food restaurants.

The frequency of visiting fast food restaurants varies across different demographic groups. Young adults (18 to 24 years of age) frequently go to fast food places, as 40 percent of this age group said they dined at fast food places more than once a week. The proportion dropped to 27 percent for those between 35 and 44 years of age. Other demographic groups that had substantial proportions of adults reporting that they ate at fast food restaurants more than one time a week included males (30 percent), singles (30 percent), those with a household income of $40,000 or more (28 percent), and persons living in the South (32 percent).

When it came to dining at moderately priced, family-type tableservice restaurants, just 15 percent of adult consumers said they ate there more than once a week. On the other hand, 28 percent said they patronized these establishments once a week, and another 26 percent did so once every two or three weeks. Only 2 percent said they never patronized moderately priced tableservice restaurants.

Moderately priced tableservice restaurants are more likely than average to be popular with males, Southerners, and those in the middle or upper income brackets. Among Southern consumers, 18 percent said they patronized moderately priced tableservice restaurants more than once in an average seven-day period, and another 28 percent dined at these establishments once a week. Consumers with higher household incomes were also more likely to dine at moderately priced tableservice restaurants.

—Elizabeth Gordon

To order the report

Copies of *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants* (publication CS940) are available to association members for $30 and to nonmembers for $60. This includes shipping and handling charges. (Overseas orders require a 20 percent surcharge.) All orders must be prepaid.

You may order by sending a check or money order to the National Restaurant Association Publications Department, 1200 Seventeenth Street, NW, Washington DC 20036-3097. For credit-card orders, call the association's information service and library between 9 a.m. and 5 p.m. (Eastern time) at (800) 424-5156 or (202) 331-5960.

1991 minimum-wage survey results

On April 1, 1991, the federal minimum wage increased from $3.80 to $4.25 per hour. To assess how operators have responded to this increase—the second increase in two years—the National Restaurant Association conducted a member survey. According to survey results, many restaurateurs have responded to the most recent minimum-wage increase by increasing menu prices and curtailing employee hours.*

For the second time in two years, the federal minimum wage increased on April 1. After rising on April 1, 1990, from $3.35 to $3.80 per hour, the latest increase effective April 1, 1991, pushed the federal minimum wage to $4.25 per hour—a 12 percent increase. Coupled with the 45-cents-per-hour increase in 1990, the minimum wage has increased nearly 27 percent since 1989.

According to monthly earnings data for nonsupervisory workers from the Bureau of Labor Statistics, the 1991 increase in the federal minimum wage had a somewhat different effect on average hourly earnings of nonsupervisory employees in eating and drinking places than did last year's increase. The overall average hourly wage paid to nonsupervisory workers in eating and drinking places advanced 8 cents per hour between March and April 1991, reflecting the rise in the federal minimum wage. In 1990, the overall average advanced by a smaller 5 cents per hour between March and April.

However, in 1990 the increase in the minimum wage pushed the rate of growth (as derived by comparing the previous-year wages of the same month, such as April 1989 to April 1990) in the overall wage at eating and drinking places up from 4 percent to 5 percent. In 1991, the minimum-wage increase pushed the overall wage at eating and drinking places in April 1991 up 4.7 percent compared with April 1990. In May 1991, preliminary data indicate that the advance compared with May 1990 was a somewhat lower 4.2 percent. This lower 4 percent figure compares with the increase posted in 1989 and in early 1990, prior to the 1990 increase in the federal minimum wage.

Operators raise prices, cut hours

According to the recent National Restaurant Association survey, many operators

*A survey developed to assess the effect of the April 1, 1991, increase in the federal minimum wage was sent to key organizational members as a supplement to the May 20, 1991, *Washington Weekly*. Responses were received from 1,064 members, a response rate similar to that of the survey conducted in 1990. The results presented here represent 887 respondents operating in states where the state minimum wage was below $4.25 before April 1, 1991. This excludes respondents from Alaska, California, Connecticut, the District of Columbia, Minnesota, Oregon, Rhode Island and Washington.

Types of employees affected by specific cost-cutting steps

Many employees were affected by the federal minimum-wage increases

Type of employee	Reduced hours worked 1990	Reduced hours worked 1991	Reduced number of employees 1990	Reduced number of employees 1991	Added labor-saving equipment 1990	Added labor-saving equipment 1991
Servers	78%	73%	63%	49%	33%	21%
Buspersons	69	59	70	61	23	12
Counter workers	42	40	41	31	33	11
Dishwashers	73	66	51	42	47	33
Cooks	77	72	54	48	87	68
Salad prep workers	48	47	39	35	70	55

Note: *Percentages based on number of respondents taking a specific step.*
Source: National Restaurant Association, Minimum-Wage Survey, 1990 and 1991.

Steps taken by operators as a result of federal minimum-wage increases

Increasing menu prices and reducing employee hours were the most common responses

Action	Yes, have done	Yes, plan to do	No	No answer
Increase menu prices				
1991 survey	59%	21%	16%	4%
1990 survey	56	28	14	2
Reduce number of employee hours worked				
1991 survey	56	13	21	10
1990 survey	44	18	28	10
Reduce number of employees				
1991 survey	36	13	37	14
1990 survey	25	17	41	17
Add labor-saving equipment				
1991 survey	14	23	42	21
1990 survey	12	26	38	24
Cut hours of operation				
1991 survey	12	6	59	22
1990 survey	8	7	59	26
Cut employee benefits				
1991 survey	15	12	48	25
1990 survey	14	14	49	23

Source: National Restaurant Association, Minimum-Wage Survey, 1990 and 1991. 1990 survey based on 746 respondents in states where minimum wage was below $3.80 before April 1, 1990. 1991 survey based on 887 respondents in states where minimum wage was below $4.25 before April 1, 1991.

are raising menu prices and shortening the hours worked by their employees. Fifty-nine percent of survey respondents reported they had increased menu prices, and an additional 21 percent said they planned to do so. These results are similar to those found in an association survey conducted following the minimum-wage increase in 1990. Of the 746 respondents to the 1990 survey, 56 percent had raised their menu prices and an additional 28 percent were planning to do so.

The other step that a majority of survey respondents have taken or are planning to take is to reduce the number of hours worked by employees. Fifty-six percent of 1991 survey respondents have done so, and another 13 percent plan to. This option is seemingly a more appealing one to operators this year than it was last year. Results of the 1990 survey indicated that 44 percent of respondents had cut employees' hours, and 18 percent were planning to do so. It is possible that this measure may have gained popularity because today's cost-conscious consumers might object to paying higher menu prices.

Although increasing menu prices and cutting staff hours were the most common responses to the new minimum wage among survey respondents, some operators are trying other tactics. According to the 1991 survey, 49 percent of respondents have reduced or are planning to reduce the number of employees; 37 percent have added or are planning to add labor-saving equipment; and 27 percent have cut or are planning to cut employee benefits.

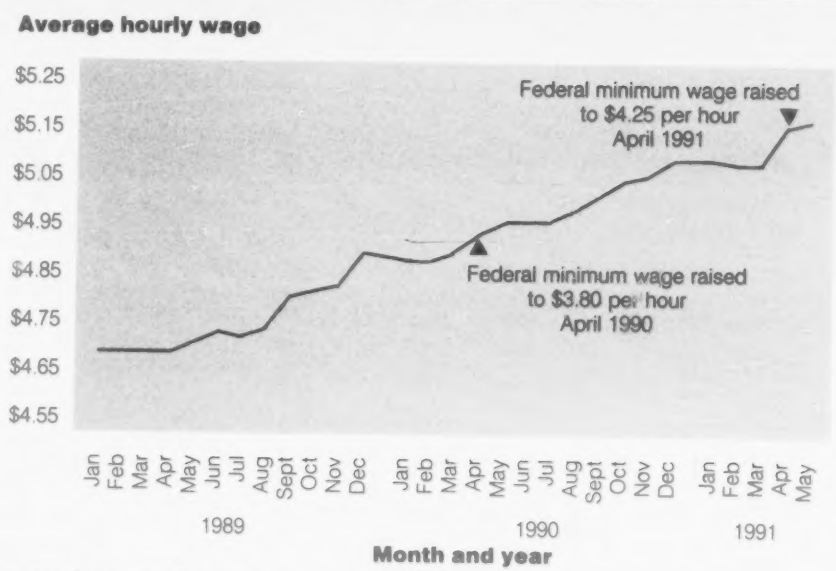
The above figures show a noticeable increase in the proportion of respondents who have reduced or are planning to reduce the size of their staffs—42 percent responded in a similar fashion in 1990. Of particular note is an increase from 25 percent in 1990 to 36 percent in 1991 in the proportion of respondents who have already reduced the number of employees in response to the new minimum wage.

Workers affected differently

Survey results indicate that the employees affected by steps taken as a result of the most recent minimum-wage increase are not necessarily minimum-wage employees. Different types of workers have been affected in different ways.

For example, the association's survey results indicate that when restaurateurs reduced employee hours, 73 percent cut back on hours worked by waiters and waitresses. Other workers that were targeted for cutbacks in hours included cooks (72 percent), dishwashers (66 percent) and buspersons (59 percent).

Average hourly wage paid at eating and drinking places, January 1989–May 1991


Average hourly wage
$5.25
$5.15
$5.05
$4.95
$4.85
$4.75
$4.65
$4.55
Federal minimum wage raised to $4.25 per hour April 1991
Federal minimum wage raised to $3.80 per hour April 1990
Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May
1989
1990
1991
Month and year

Source: Bureau of Labor Statistics

Although the same groups of workers were also targeted after 1990's minimum-wage increase, all of these proportions were down slightly in 1991.

Among restaurateurs who had reduced the size of their staffs, 61 percent mentioned that buspersons were affected, while 49 percent reported waitstaff being affected. Service staff were not the only workers affected, however, as 48 percent of respondents who cut the size of their staffs reported that their cooks were affected. These reported proportions are lower in 1991 survey results than in the 1990 survey.

With a large proportion of survey respondents reporting that cooks were likely to be part of hours cuts or staff cuts, it is not surprising that some restaurateurs are adding labor-saving equipment to the kitchen. Among respondents adding labor-saving equipment, 68 percent said that cooks were affected, and 55 percent said salad-prep workers were affected.

Average hourly earnings in eating and drinking places

The average hourly wage jumped 8 cents between March and April 1991

Month	1990	Percent change*	1991	Percent change*
January	$4.87	4.1%	$5.09	4.5%
February	4.87	3.8	5.08	4.3
March	4.88	4.1	5.08	4.1
April	4.93	5.1	5.16	4.7
May	4.96	5.3	5.17**	4.2
June	4.96	4.9		
July	4.96	5.1		
August	4.98	5.1		
September	5.02	4.6		
October	5.05	5.0		
November	5.06	5.0		
December	5.09	4.3		

*Percent change over same month, previous year
**Preliminary

Source: Bureau of Labor Statistics

Ripple effects

The 1991 increase in the federal minimum wage had more than just direct effects on minimum-wage employees. Fifty-seven percent of survey respondents reported that they had increased wages for non-tipped employees who were receiving $4.25 or more per hour. These increases affected an average of 22 employees per establishment where non-minimum wages were increased. In addition, 55 percent of respondents increased the cash wages of their tipped employees to comply with the new minimum, which affected an average of 35 employees per establishment.

Another noticeable ripple effect of the new minimum wage on foodservice operations was the increase in payroll costs. The vast majority of survey respondents—87 percent—report that payroll costs increased as a result of the new minimum wage, and the average payroll cost increase was 8 percent. This compares with 82 percent of the 1990 survey respondents who reported an increase in their payroll due to the new minimum wage. The average reported increase in 1990 was a slightly lower 7 percent.

Training wage not popular

One of the major provisions brought about by an amendment to the Fair Labor Standards Act (FLSA) to aid businesses such as foodservice operations (which traditionally employ a large number of young workers) was the development of a "training wage" set below minimum wage. It was thought that this provision would help businesses save money while training employees, some of whom would leave prior to completion of their training.

Despite its existence, the training wage is not popular among survey respondents. Although 77 percent of respondents reported employing teenagers and 89 percent said they were aware of the training wage, only 8 percent currently use the training wage. (An additional 12 percent plan to do so.) The vast majority—77 percent—will not use the training wage. Among those using the training wage, an average of 10 employees per establishment are paid at that level.

"Interstate commerce" amendments

Most respondents (86 percent) with sales below $500,000 are aware that the 1989 amendments to the FLSA require that all employees engaged in "interstate commerce" be paid the new federal minimum wage, regardless of the small-business exemption. Interstate commerce may include such tasks as handling credit cards or traveler's checks, placing out-of-state phone calls and unloading trucks that have crossed state lines. Among small firms, 22 percent reported it was necessary to raise employees to $4.25 per hour because they were engaged in some form of interstate commerce. Among those firms that had to give their employees a raise due to the interstate-commerce condition, an average of 9 employees per establishment were affected.

Among respondents with annual sales of less than $500,000, 38 percent report that they would be able to hire willing workers for less than the $4.25 per hour the federal law requires.

—Nancy Michalski

Off-premises update

After slowing down in 1988 to a growth rate of just 1.9 percent, off-premises traffic growth is on the rise again. According to CREST data, off-premises customer counts grew by 3 percent in both 1989 and 1990, fueling industry-wide traffic growth. Quickservice restaurants continue to generate the lion's share of off-premises traffic. Delivery and drive-thru traffic growth rates have declined, while carryout traffic growth has picked up.*

Continued demand for convenience from time-pressed consumers has helped keep off-premises restaurant traffic growing. According to CREST, 46 percent of restaurant traffic in 1990 was off-premises (including carryout, drive-thru and delivery), up from 44 percent in 1987. Although the growth rate for off-premises traffic has slowed somewhat, declining from 7.1 percent in 1987 to 3.4 percent in 1990, there has been a slight upturn in recent years. In 1988, off-premises traffic grew by 1.9 percent, but then increased to 3 percent in 1989 and 3.4 percent in 1990.

Despite the lower growth rate than that posted just 3 years ago, off-premises growth continues to exceed on-premises traffic growth and has helped drive traffic increases for the entire restaurant industry.

**CREST stands for* Consumer Reports on Eating Share Trends, *a diary survey of one of the NPD marketing and research companies.*

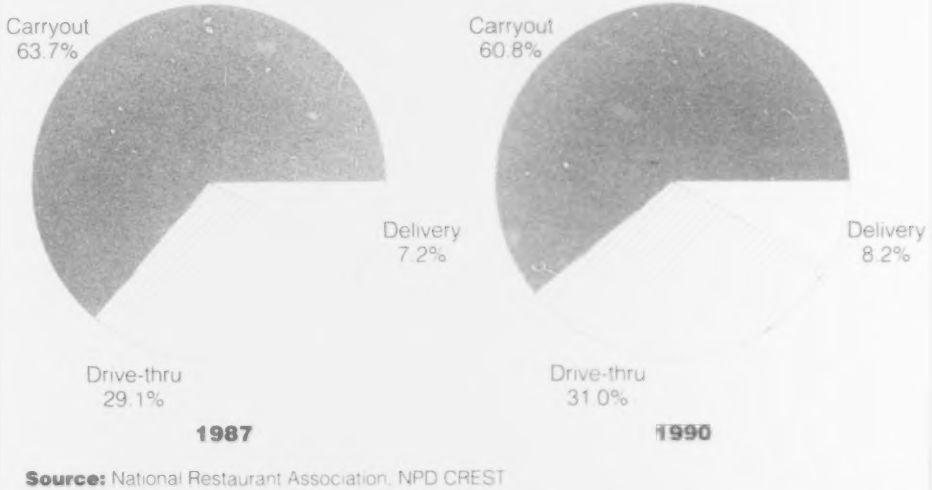
Delivery, drive-thru traffic slow; carryout picks up

Among the three categories of off-premises traffic, carryout remains the leading generator of off-premises customers. Although its share of total off-premises traffic has slipped, carryout accounted for 60.8 percent of total off-premises traffic in 1990, down from 63.7 percent in 1987. In comparison, both drive-thru and delivery have begun to contribute larger shares of off-premises traffic. Drive-thru, which accounted for 29.1 percent of off-premises customer counts in 1987, contributed a larger 31 percent in 1990. Delivery remains the smallest generator of off-premises customers, with an 8.2 percent share of total off-premises traffic in 1990, up from 7.2 percent in 1987.

Interestingly, a look at the growth rates of the three off-premises categories indicates that carryout growth, which slipped in

Breakdown of total off-premises traffic

Both drive-thru and delivery accounted for a larger share of off-premises traffic in 1990 than in 1987



Source: National Restaurant Association, NPD CREST

Breakdown of on and off-premises traffic by meal period and segment, 1987 and 1990

Off-premises dining has become more prevalent at quickservice restaurants and at all three meal periods

	1987		1990	
Segment	**On-premises**	**Off-premises**	**On-premises**	**Off-premises**
Quickservice	40.5%	59.5%	38.2%	61.8%
Midscale	86.3	13.7	86.3	13.7
Upscale	93.8	6.2	94.2	5.8
Meal period				
Breakfast	68.2%	31.8%	65.4%	34.6%
Lunch	62.8	37.2	61.2	38.8
Supper	54.1	45.9	51.2	48.8

Source: National Restaurant Association, NPD CREST

1988, is on the rise, while drive-thru and delivery growth have slowed dramatically. CREST data indicate that in 1988 carryout traffic dipped 2.9 percent, while drive-thru traffic advanced 9.5 percent, and delivery grew 14.6 percent. In 1989, carryout rebounded, growing 2.3 percent. In 1990, carryout posted the largest growth among the three categories of off-premises traffic, advancing 4.3 percent. This compares with a 2.6 percent advance for drive-thru and a marginal 0.3 percent rise in delivery traffic.

It is possible that the addition of drive-thru and delivery services at many restaurants has slowed since the late 1980s and that the growth generated by the addition of new drive-thru and delivery outlets has slowed correspondingly.

Quickservice still tops

Although a 1990 National Restaurant Association Gallup survey indicated that 41 percent of adults were interested in ready-to-eat takeout meals from tableservice restaurants and 30 percent were interested in home delivery of menu items from tableservice restaurants,** CREST data indicate that quickservice restaurants still accounted for the largest share of off-premises restaurant traffic.

According to CREST, quickservice restaurants accounted for 91.9 percent of total off-premises traffic, 88.4 percent of carryout traffic, 98.2 percent of drive-thru traffic and 94.6 percent of delivery traffic in 1990. In addition, quickservice restaurants were the only group to post off-premises traffic growth between 1987 and 1990. Off-premises traffic counts advanced 9.5 percent for quickservice restaurants, but declined 2.4 percent at midscale and 0.8 percent at upscale restaurants between 1987 and 1990.

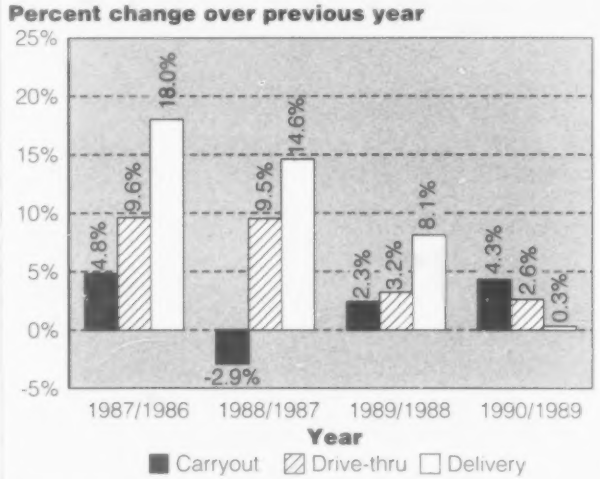
Moreover, only quickservice restaurants saw an increase in the share of traffic from off-premises visits during the period from 1987 to 1990. Off-premises traffic, which accounted for 59.5 percent of quickservice traffic in 1987, contributed a larger 61.8 percent of traffic in 1990. The share of total traffic contributed by off-premises traffic remained unchanged at midscale restaurants (13.7 percent in both 1987 and 1990) and declined at upscale establishments (down from 6.2 percent in 1987 to 5.8 percent in 1990). It is possible that consumers, although pressed for time, may still prefer eating at a tableservice restaurant to taking food out from these establishments, and thus they turn to quickservice restaurants to fulfill their off-premises dining needs.

Although carryout accounted for the largest share of off-premises traffic at all three segments (58.4 percent at quickservice,

***Data from National Restaurant Association's* Tableservice Restaurant Trends: 1991. *A survey of tableservice restaurant operators indicated that the majority offered takeout meals, and more than one out of 10 offered home delivery of menu items. For more information or to order the publication, call the association's Information Service and Library at (800) 424-5156 or (202) 331-5960.*

Percent change* in off-premises traffic,** 1987 to 1990

Growth of drive-thru and delivery traffic has slowed in recent years



* over previous year
** for total industry

Source: NPD CREST

88.5 percent at midscale and 85.6 percent at upscale eateries in 1990), delivery has grown, particularly at upscale establishments. At upscale establishments, delivery accounted for 10.5 percent of off-premises traffic in 1990, up from 7.7 percent in 1987. Delivery's share of off-premises traffic grew more modestly at midscale (up from 3.6 percent in 1987 to 4,6 percent in 1990) and quickservice (up from 7.5 percent in 1987 to 8.4 percent in 1990) restaurants.

All meals show off-premises growth

Between 1987 and 1990, off-premises traffic advanced by sizable margins for all three major meal periods, according to CREST. Breakfast recorded the largest advance, with off-premises traffic counts growing 9.4 percent. Off-premises traffic advanced 7.9 percent at lunch and 7.4 percent at supper. This growth has boosted the share of off-premises traffic at all three meal periods as well. In 1990, 34.6 percent of breakfast traffic, 38.8 percent of lunch traffic and 48.8 percent of supper traffic was off-premises. This compares with 31.8 percent for breakfast, 37.2 percent for lunch and 45.9 percent for supper in 1987.

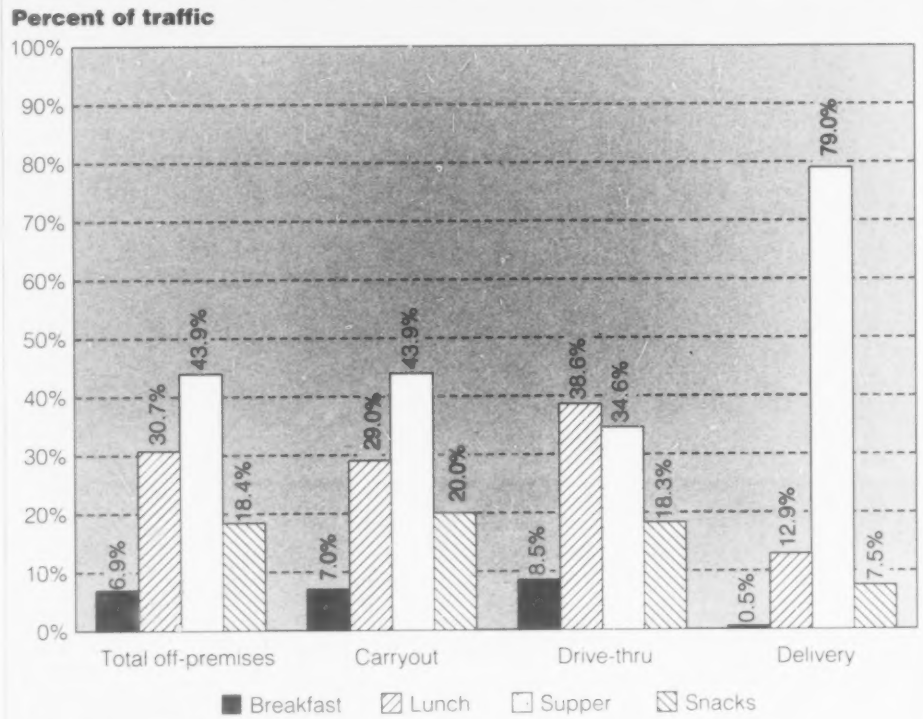
For the most part, supper contributed the largest share of the meal periods to off-premises traffic. This was particularly true of delivery, for which supper accounted for 79 percent of off-premises traffic.

Carryout was the largest contributor to off-premises traffic for each of the three meal periods, contributing 61.3 percent of off-premises breakfast traffic, 57.5 percent of off-premises lunch traffic and 60.8 percent of off-premises supper traffic. What is notable, however, is the increasing share of drive-thru traffic at breakfast and lunch, and the increasing share of delivery traffic at supper. Drive-thru traffic accounted for 38.1 percent of breakfast traffic and 39.0 percent of lunch traffic in 1990, up from 34.3 percent and 35.8 percent, respectively, in 1987. At supper, the major off-premises growth area was delivery, which advanced from 13.1 percent of off-premises traffic in 1987 to 14.7 percent in 1990.

—Nancy Michalski

Distribution of off-premises traffic by meal period, 1990

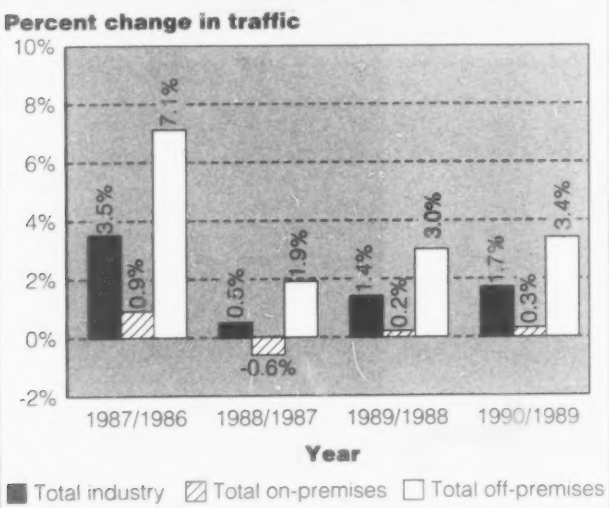
Supper accounted for the largest share of carryout, delivery and total off-premises traffic



Source: National Restaurant Association, NPD CREST

Percent change in customer traffic 1987 to 1990

Off-premises traffic has driven industry traffic growth



Source: NPD CREST

Foodservice Market Measure

June 1991

After three consecutive months in which 50 percent or more of adults were foodservice patrons on a typical day, patronage dipped to 47 percent in June 1991. Moreover, patronage this June was significantly below last year's 55 percent level.

Despite an increase in consumer confidence, fewer consumers were foodservice patrons on a typical day in June than in any month since February. The proportion of adults who were on-premises patrons slipped to 30 percent, a level well below those of earlier this year, as lunch patronage continued to show significant weakness. In contrast, off-premises patronage maintained an improvement that first began in March 1991.

In the first six months of 1991, slightly fewer than half of all adults—49 percent—ate out on a typical day, versus 51 percent last year. Virtually all of the decrease was due to a decline in likelihood of patronage by male consumers. Last year, men showed a substantially higher likelihood of patronage than did women. However, that difference has narrowed as the proportion of men who were patrons on a typical day declined from 57 percent in the first six months of 1990 to 52 percent this year. In contrast, 47 percent of women were patrons on a typical day both in 1990 and in 1991.

Other changes included a decline of 6 percentage points in the proportion of 18 to 24-year-olds who were patrons and a decline of 5 percentage points in patronage among consumers with household incomes of $20,000 to $39,999.

—Susan Mills

Percent of adults who were foodservice patrons on a typical day

	January–June 1990	January–June 1991	June 1991
On premises	37%	33%	30%
Off premises	21	21	22
Meal period			
Breakfast	7	6	5
Lunch	30	25	21
Dinner	24	24	27

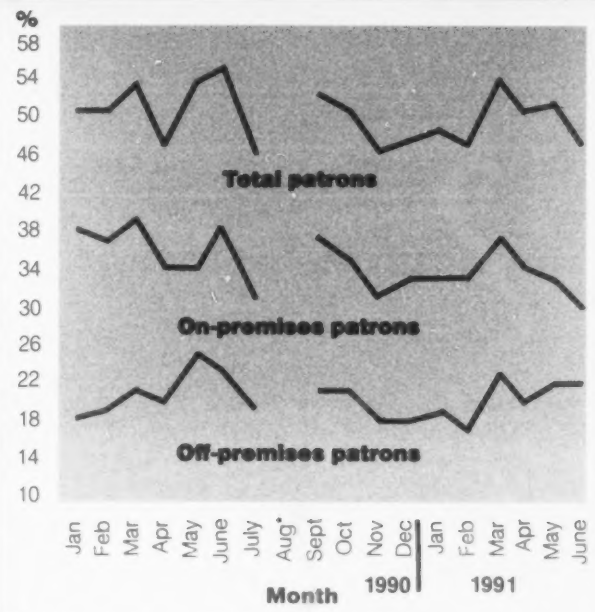
Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons on a typical day

	January–June 1990	January–June 1991	Percentage point change
Male	57%	52%	-5%
Female	47	47	—
White	51	48	-3
Nonwhite	58	54	-4
Age			
18 to 24 years old	68	62	-6
25 to 34 years old	58	54	-4
35 to 44 years old	55	51	-4
45 to 54 years old	46	49	+3
55 to 64 years old	44	42	-2
65 years old and older	34	34	—
Annual household income			
$40,000 or more	59	56	-3
$20,000 to $39,999	53	47	-5
Less than $20,000	44	44	—
Region			
East	49	48	-1
Midwest	52	49	-3
South	53	50	-3
West	53	50	-3

Source: National Restaurant Association Gallup Survey

Percent of adults who were foodservice patrons



*No Market Measure was fielded in August 1990

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

☐ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack.

☐ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest.

1 NEW ENGLAND

Location: West Springfield, MA
Association member: Mitchell P. Krach Jr.
Operation: Hofbrauhaus
Profile: Upscale German restaurant
In business: 11 years
Seats: 285
Meals served: Lunch, dinner

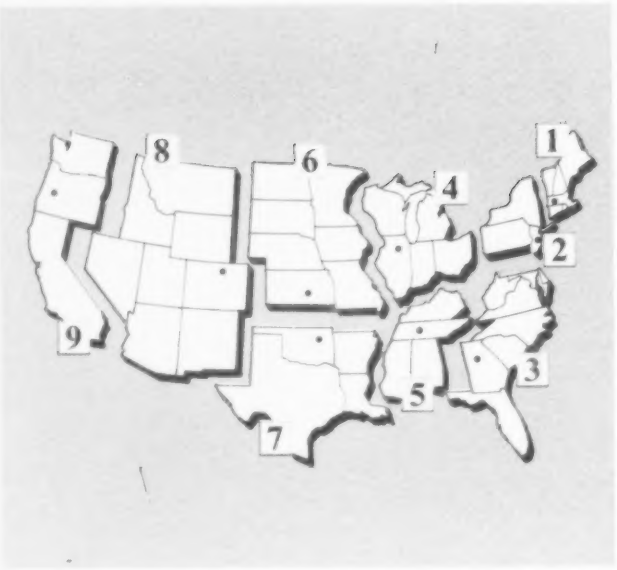
Owners of the Hofbrauhaus, an upscale German restaurant located in a suburb of Springfield, Massachusetts, report steady growth in business this summer. So far this year, Hofbrauhaus seems to be rising above the sluggish area economy and keeping pace with its annual 15 to 20 percent growth rate.

"People are still looking for the exotic foods that they can't get at home," explains **Mitchell P. Krach Jr.,** who co-owns the restaurant with his brothers Gregory, Jonathan and Matthew.

Hofbrauhaus is known for its fresh New England seafood and traditional German meals such as jaegerschnitzel (veal steak sauteed with wild mushroom sauce). The restaurant features authentic German and European decor which, according to Krach, "is described by our European tourists as more authentic than Germany itself."

2 MID-ATLANTIC

Location: Sea Girt, NJ
Association member: Tony Cancro
Operation: Yankee Clipper
Profile: Upscale restaurant, pub and family restaurant
In business: 9 years
Seats: 320
Meals served: Lunch, dinner



A panoramic view of the New Jersey shoreline and high-quality food continue to be the top selling points at the successful Yankee Clipper. According to general manager **Craig Mahar,** business is strong in both the elegant upstairs room, the Surf Room, and the downstairs pub and eatery, the Sand Bar Pub.

During the summer, the Yankee Clipper is flooded with weekenders from nearby beach homes and bed-and-breakfast inns. Residents of affluent Sea Girt and surrounding communities keep the seaside restaurant filled during the off-season. They come for the seafood (swordfish, lobster and tuna steak), and especially for the impressive view of the Atlantic Ocean pounding against the Jersey shore.

"It may sound funny, but our food complements the view rather than the view complementing the food," says Mahar. In past years, the 110-year-old restaurant building has served as a retreat home for nuns, a Coast Guard training facility and a hotel.

3 SOUTH ATLANTIC

Location: Stone Mountain, GA
Association member: Lawrence Buchthal
Operation: Mama Mia's Pasta & Pizza
Profile: Midscale Italian restaurant
In business: 9 years
Seats: 50
Meals served: Lunch, dinner

Mama Mia's Pasta & Pizza is expanding—not by square feet, but into area grocery stores. Mama Mia's frozen pizza and a concoction called "One Pot Pasta" are expected to be on local grocers' shelves in September.

The frozen entrees are a spin-off of the successful restaurant located near Stone Mountain National Park, which draws nearly two million visitors each year. Manager **Craig Stern** says tourists make up almost half of the restaurant's business. That success should continue in coming years, as the 1996 Olympic skeet-shooting, tennis and equestrian events will be held in Stone Mountain.

Music and murals surround the guests at Mama Mia's in an authentic Italian atmosphere. The restaurant features daily specials and a special lasagna made with bacon, chicken, spinach, onion and Alfredo sauce.

4 EAST NORTH CENTRAL

Location: Ottawa, IL
Association member: Ray Aderes
Operation: Kickapoo Klub
Profile: Midscale restaurant
In business: 2 years
Seats: 130
Meals served: Lunch, dinner, Sunday brunch

With the economy slumping during the past year and Ottawa still recovering from the recession of the early 1980s, Kickapoo Klub management feels lucky to be prospering. Business is on the rise, and the restaurant experienced a successful first winter.

The Kickapoo Klub is located nearly two hours southwest of Chicago in a marina off the busy Illinois River. Much of the business comes from boaters, regular local customers and especially visitors to Starved Rock State Park, located just across the river. Muted pastel colors and a cactus on each table add to the Southwestern flavor of the restaurant.

"It seems that the better Starved Rock does, the more business we do," says manager **Bernadette Filippini.** Guests enjoy sit-

ting on the Kickapoo Klub's 50-seat deck and looking out onto the river and park.

5 EAST SOUTH CENTRAL

Location: Franklin, TN
Association members: Marilyn and Calvin LeHew
Operation: Choices and Bennett's Corner
Profile: Midscale restaurant
In business: 7 years
Seats: 325
Meals served: Lunch, dinner

Historic Civil War-era surroundings and a refurbished downtown district bring in a nice mix of tourists and Nashville-area regulars to Choices and its upstairs counterpart, Bennett's Corner. Business, says general manager **Rod Pewitt,** "could be better, but it could be a heck of a lot worse."

The restaurant, located 15 minutes south of Nashville, is housed in what was once the old town hardware store. The LeHews renovated the nearly 100-year-old building, which is now listed in the National Register of Historic Places.

The menu, which is the same at both restaurants, changes according to the season. In fact, one of the restaurant's mottos is "A Taste of the Seasons."

Staffing the restaurants is a constant problem. "I have a file folder two inches thick with applications," says Pewitt, "but quality help is always hard to find."

6 WEST NORTH CENTRAL

Location: Wichita, KS
Association member: Samuel Peabody Jr.
Operation: Crazy Horse Supper Club
Profile: Midscale restaurant
In business: 23 years
Seats: 110
Meals served: Lunch, dinner

An expansion project in 1989 doubled the Crazy Horse Supper Club in size, making room for its overflow of customers. "We always had so many people here we had to start turning them away," explains manager **Carol Ysidro.**

Located in the industrial southwest section of Wichita, the supper club draws a large crowd of workers for lunch and families for dinner. Crazy Horse, named after a restaurant in France, is known for its frog legs and a steak special that offers a second steak at a discount price. Tuesday night brings the successful Mexican night—the only night of the week on which you can order Mexican food.

7 WEST SOUTH CENTRAL

Location: Tulsa, OK
Association member: Frank Edwards
Operation: Frank's Country Inn
Profile: Family restaurant
In business: 18 years
Seats: 250
Meals served: Lunch, dinner

Frank's Country Inn is proof that a high-quality restaurant that offers good value can survive in any market. The Tulsa restaurant is one of 13 all-you-can-eat buffet restaurants within a two-mile area. War and the recession kept business slow earlier this year, but business is picking up again. Later in the year, Frank's will begin adding another dining room.

"We compete by offering more meat and by selling our excellent service," explains owner **Frank Edwards.** His restaurant offers "Oklahoma-style food," which according to Edwards means chicken, beef ribs, fried catfish, brisket and barbecue in a country-and-western setting. Service at the restaurant is enhanced by the fact that all of Frank's employees are full-time workers.

Customers come from all over the Tulsa area and include many travelers since Frank's is located just off old Route 66.

8 MOUNTAIN

Location: Fort Collins, CO
Association member: Paul Chatfield
Operation: Cuisine! Cuisine!
Profile: Upscale restaurant
In business: 8 years
Seats: 75
Meals served: Dinner, Friday lunch, Sunday brunch

Because several major companies are planning to locate in the Fort Collins area, Cuisine! Cuisine! is expecting even brighter days ahead. The restaurant is already reaping the benefits of customers from a large computer company and nearby Colorado State University.

"It's a coupon town," says manager **Brenda Wray.** "To get people out, you really need to offer something special."

Cuisine! Cuisine! is well known for its theme weeks, during which the restaurant specializes in one particular cuisine, ranging from Mediterranean to Asian. The people of Fort Collins, a town of nearly 100,000, sometimes come just for dessert—especially the homemade cheesecake.

Cuisine! Cuisine! has an alter-ego, too. It doubles as an art gallery. Local artists display their works on the restaurant's walls, and a champagne reception is held every few months to showcase a new opening.

9 PACIFIC

Location: Eugene, OR
Association member: Mary Slagle
Operation: Track Town Pizza
Profile: Pizza restaurant and delivery
In business: 12 years
Seats: 90
Meals served: Lunch, dinner

Full layers of pizza toppings and a reputation for using only top-quality ingredients has created a following for Track Town Pizza. Most of the restaurant's business is made up of deliveries to nearby University of Oregon. College students never seem to tire of Track Town pizza, according to manager **Tom Slagle.** Meanwhile, tough times for the local wood-products industry has put a damper on sales to other types of customers.

Track Town advertises by sponsoring many University of Oregon athletic events and social activities. Track Town can't promise 30-minute delivery, and the pizza costs a bit more than that of competitors. But according to Slagle, "The quality product really sells itself." Wednesday-night specials result in Track Town pumping out 800 to 1,000 pizzas.

Eugene is well known in the track-and-field world as a great running town, and that's where the name Track Town Pizza comes from.

—Pat DiDomenico

Attention busboys: Check under the table

It's not unusual for a patron to leave the restaurant and forget something under the table. It is unusual when that something is a bag containing $277,700.

That's what a busboy in a San Francisco restaurant found under a chair vacated by an 82-year-old man. The man returned to claim the bag, but the restaurant owners (fearing foul play) placed a call to the police, who determined that the money was not stolen.

The cash-laden customer claimed that he didn't trust banks.

—Washington Times

Takeout treasures

Any restaurateur knows that attractive menu merchandising is a key to winning customers. But for customer and artist Harvey Spiller, the menus are the merchandise—and they are treasures.

Spiller, who claims to eat Chinese takeout food every day, has turned life into art, showcasing his collection of 5,000 Chinese takeout menus in an exhibit at New York's Franklin Furnace Gallery. The exhibit also includes such icons of Chinese-American cuisine as plastic delivery bags, a hot-and-sour soup box, a stuffed dummy dressed as a Chinese delivery man and a five-foot-long cloth fortune cookie where visitors can hide their favorite fortunes.

Spiller's collection is growing. One local artist contributes takeout boxes made from antique Chinese paper, and an expanding network of fellow fanatics sends Spiller Chinese takeout menus and memorabilia from as far away as Sweden and Israel.

—Wall Street Journal

Nutritious meals for macho males?

Despite their hearty meat-and-potatoes reputations, the majority of American males rate themselves as "fairly concerned" about nutrition, according to a recent survey by R.H. Bruskin Associates.

The survey revealed that 80 percent of males 50 to 64 years of age ranked nutrition as a top priority in their dietary habits, and 58 percent of those under age 50 agreed. About 44 percent of respondents cited health as the most important reason for eating right, while 20 percent ranked fitness as the major motivation for eating nutritiously.

This "concern," however, may be deceiving. Only 53 percent of respondents said they had changed their diets because of their nutrition concerns.

—Washington Post

Restaurant elementary

Manhattan restaurants pride themselves on their uniqueness, and one recent addition to the Upper East Side culinary scene was definitely one of a kind. Few members of the young staff stood taller than 3½ feet, the menu leaned heavily toward finger foods, and the crowd was highly select—mainly the parents of the 24 first-graders who ran Kids Cafe II at Public School 198.

The experiment in hospitality and education grew out of a school curriculum that includes a study of the community. Kids were fascinated by restaurants in the real world and asked to open one of their own. The students handled operations at the cafe, from cooking to publicity to charting sales and waiting tables.

Unfortunately, Kids Cafe II closed with the end of the school year. But the lessons these young restaurateurs learned will be carried with them as they grow—perhaps into adult chefs and restaurateurs.

—New York Times

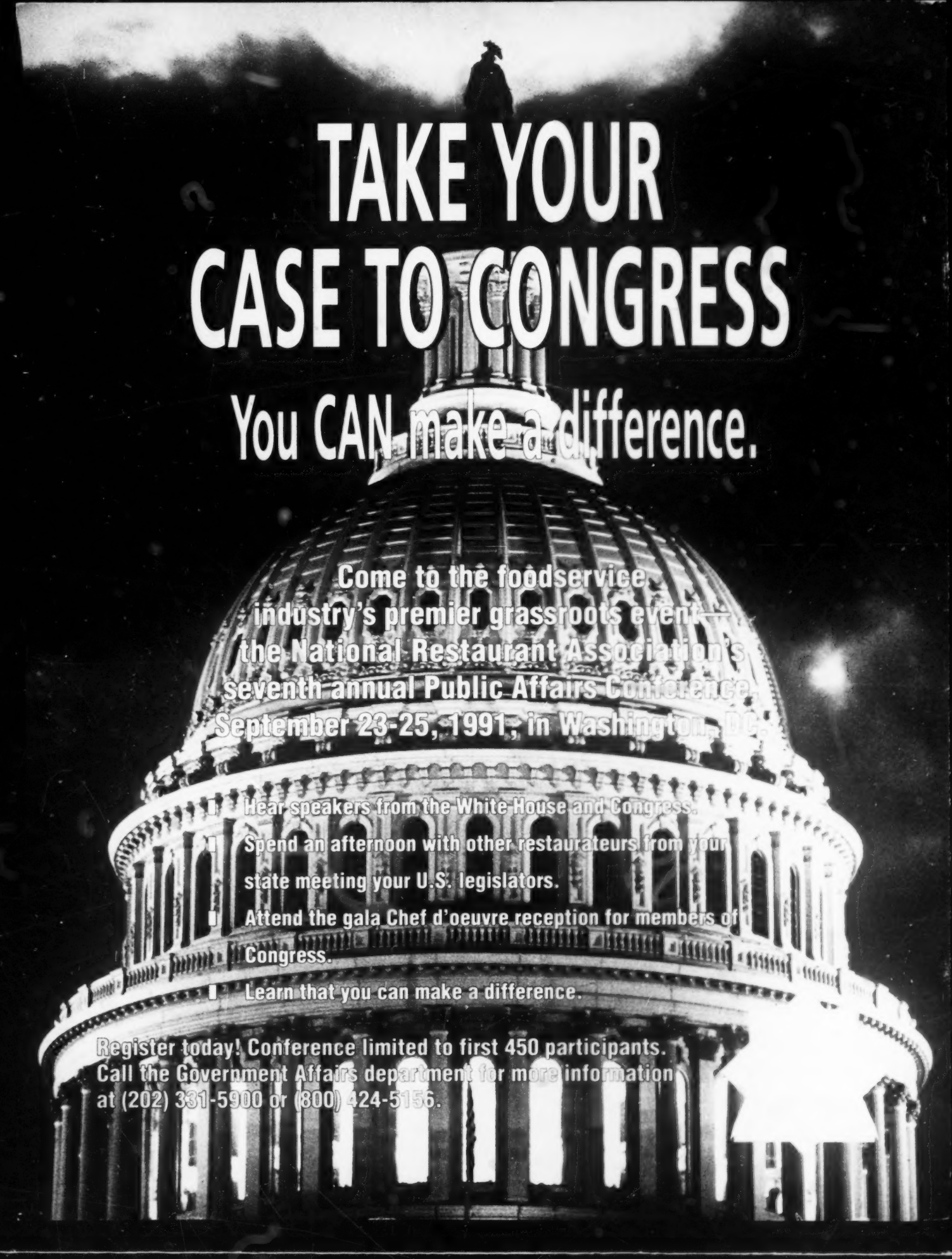
A burdock burger to go

The world may have a taste for American fast food, but in Japan operators are trying to make their American-style offerings more Japanese.

Research has indicated that Japanese-style items are appealing to customers in Japan because they are perceived as more healthful, as well as more familiar.

McDonald's Japanese subsidiary is set to unveil Chicken Tatsuta, a soy-soaked fried filet sandwich, and Wendy's International now offers both a teriyaki burger and a deep-fried pork cutlet sandwich accompanied by a bowl of rice. Japanese chains offer everything from sauteed burdock (a Japanese vegetable) to salmon burgers served with layers of cheese and dried seaweed. Both are served between rice buns.

—Wall Street Journal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